Improved Job Satisfaction Through Compensation and Transformational Leadership: The Mediating Role of Organizational Culture

Bonifasius MH. Nainggolan
Universitas Asa Indonesia, Email, bonifasius@asaindo.ac.id

Soerjanto
Universitas Asa Indonesia, Jakarta, Email, soerjanto@asaindo.ac.id

Martha Donna
Universitas Asa Indonesia, Jakarta, Email, donnamartha1603@gmail.com

*Corresponding Author

Abstract

This study aims to increase job satisfaction with transformational leadership mediated by organizational culture. A 4-Star hotel in Bekasi, West Java, Indonesia, served as the site of this investigation. In this study, questionnaires were given out to permanent and contract staff as part of a survey. The saturated sample technique was used to disseminate the questionnaire; the final sample size was 80 respondents. The data analysis was done using the SEM Method. The results showed that compensation plays a significant role in increasing job satisfaction. Transformational leadership is essential in improving organizational culture and job satisfaction. Organizational culture plays a vital role in increasing job satisfaction. Additionally, this study demonstrates how organizational culture substantially mediates the indirect impact of transformational leadership on job satisfaction. Besides the direct effects of transformative leadership on job satisfaction, organizational culture plays a more critical intermediary function. This study offers an impact on hotel job satisfaction due to the direct and indirect influence of transformational leadership through organizational culture.

Keywords: Transformational leadership; organizational culture; compensation; job satisfaction; hotels

Introduction

Tourism is essential in any country with the necessary facilities to support such an industry. It can be an essential economic contributor by increasing incomes and by creating the necessary jobs, among other positive factors (Al-Dulaimi et al., 2019). The hospitality industry has high pressure and workload because employees are required to work at a high level of speed to meet consumer expectations. This condition makes hotel employees very vulnerable to various adverse effects in the world of work, such as stress, fatigue, and abuse of alcohol and drugs as a form of escape due to high working pressure (Vargas-Sevalle et al., 2020). In the hospitality sector, paying attention to employee job satisfaction is crucial to improving competitiveness. Increased job satisfaction will improve employee performance (Arifin, 2014; Gu & Chi Sen Siu, 2009; Hayati & Caniago, 2012; Mohd Nasurdin et al., 2020). Improving the performance of hotel employees can impact the level of guest satisfaction and loyalty (Yang, 2010), which is obtained from the quality of service of the employees. In human resource research, job satisfaction is a popular topic (Celik et al., 2015; Ozturk & Hancer, 2011; Pawirosumarto et al., 2017; Radwan et al., 2022; Taskiran et al., 2017). Job satisfaction must be a top priority for management in the hotel business because it contributes to keeping employees motivated to work. Many factors, such as compensation, work environment, leadership style, and

organizational culture, influence job satisfaction. So, when assessing how people feel about their occupations, job satisfaction is frequently used as a sign (Tong et al., 2015).

According to many studies, compensation is one of the main elements that affect job satisfaction (Ashraf, 2020; Islaim et al., 2016; Ozturk & Hancer, 2011; Prasetio et al., 2019). A study of the hospitality industry in Hong Kong shows that compensation affects job satisfaction based on tenure, where job satisfaction with less than six months of service tends to be lower than that of other employees due to high salary expectations and incentives for new employees (Lam et al., 2001). However, compensation insignificantly affects job satisfaction (Idris et al., 2020; Iqbal et al., 2017; Steiner et al., 2018). Compensation negatively impacts hotel job satisfaction, indicating dissatisfaction with the pay they receive (Islam et al., 2016). Leadership shows engagement between followers and leaders to achieve a shared vision for change for the better (Puni et al., 2018). The transformational leadership process entails the parties' united commitment to the image, principles, and joint efforts to bring about dramatic change (Hawkins, 2011). Numerous studies demonstrate that transformational leadership significantly raises job satisfaction (Abdelhafiz et al., 2016; Alzomia et al., 2019; Braun et al., 2013; Eliyana et al., 2019; Emmanuel & Hassan, 2015; Hakim & Ibrahim, 2017; Labrague et al., 2020; Luu & Phan, 2020; Moin et al., 2020; Nguni et al., 2006; Ohunakin et al., 2019; Vargas-Sevalle et al., 2020). Nevertheless, the different results showed Long et al. (Long et al., 2014) that individual considerations only influence transformational leadership's impact on job satisfaction; other characteristics are insignificant. Other studies show that personal attention has a negative impact, that intellectual stimulation has a positive effect, and that the other two features insignificantly affect job satisfaction (Haleem et al., 2018).

Organizational culture can be used as a mediator to bridge the gap in understanding between transformational leadership and job satisfaction. Hotel managers must provide ethical leadership and promote an organizational culture in which "doing the right thing" becomes the natural course of action, regardless of other factors that may encourage ethically corrupt behavior (Nicolaides, 2019). Transformational leadership can create a robust organizational culture (Jaskyte, 2004). Organizational culture tends to increase job satisfaction (Ahamed & Mahmood, 2015; Chang & Lee, 2007; Paais & Pattiruhu, 2020; Pawirosumarto et al., 2017). Previous studies show the indirect effect of transformational job satisfaction mediated by trust and self-efficacy (Yıldız & Şimşek, 2016) and structural empowerment (Boamah et al., 2018). However, there have not been many previous studies done to help understand how compensation affects job satisfaction and how transformational leadership affects job satisfaction directly and indirectly through organizational culture in the hospitality sector. This study has the following objectives: 1) examine the effect of compensation on job satisfaction. 2) examine the effect of transformational leadership on job satisfaction and organizational culture. 3) examine the effect of organizational culture on job satisfaction. 4) examine the effect of transformational leadership on job satisfaction through organizational culture.

Literature review and fraework
Compensation

Compensation is the main factor that drives a person to work, attract and retain employees (Bradley et al., 2017). The company compensates for employee sacrifices in the form of time, energy, and knowledge for the benefit of the company that benefits employees (Basher Rubel & Hung Kee, 2015). Compensation includes the fairness of the company's payments, awards, and inputs and outputs to employees(Nguyen & Truong, 2021). Hayes and Ninemeier (2009) divide compensation programs into (1) Extrinsic rewards: Financial and non-financial compensation given to a worker. (2) Intrinsic reward: Compensation that starts with oneself, such as a sense of pride in work, professional achievements, or being part of a work team.

Financial compensation comprises (a) Direct compensation, or payments made to employees through the direct payment program. Salary, wages, incentives and bonuses, and tips are the most common forms of direct financial remuneration for hospitality workers. (b) All additional prizes not related to direct payment, including mandatory benefits, insurance, incentives, persuasions, leave, vacation, sick leave, and pension plans (Hayes & Ninemeier, 2009; Reed, 2017; Robianto et al., 2020). Non-Financial compensation is compensation that a company gives to employees in the form of rewards, such as involvement in decision-making, freedom in work, greater responsibility, flexible working hours, personal opportunities to develop, and varied tasks (Hayes & Ninemeier, 2009)

In the hospitality industry context, workers' base salary is usually relatively low, so their income is highly dependent on tips from guests (Lam et al., 2001). Therefore, hotels should design compensation packages as effectively as possible with a timely payment system (Norbu & Wetprasit, 2021). The company's compensation policy is efficient if compensation increases work satisfaction and motivation (Igalens & Roussel, 1999). Compensation can refer to the balance between effort and the rewards that individuals get from companies that can increase their job satisfaction (Devonish, 2018). High commitment to compensation increases job satisfaction (Basher Rubel & Hung Kee, 2015; Pan, 2015). Studies in the hospitality industry show that compensation positively impacts job satisfaction (Berliana et al., 2018). The same holds for Nigerian insurance services (Adeoye & Fields, 2014), Education (Ashraf, 2020; Bello & Alhyasat, 2020), and retail (Prasetio et al., 2019). The researcher proposed the following hypothesis:

H₁: Compensation has a significant impact on employee job satisfaction

Transformational leadership

By developing, expressing, and demonstrating the organization's or group's vision, transformational leadership motivates followers to support the goals established via organizational change (McShane & Glinow, 2018). Transformational leadership needs an individual, group, or organization towards comprehensive and integrated leadership to produce transformations evidenced by functional improvements (Hacker & Roberts, 2004). Leaders and followers in transformational leadership are committed to a single vision and purpose, challenge innovative problem-solving, and develop the abilities of leaders and followers through coaching by providing challenges and encouragement (Bass & Riggio, 2006). When leaders practice transformational leadership, followers are motivated to do their best, rise, pursue independence, and respond positively to adversity (Puni et al., 2018).

Bass and Riggio (2006); Boamah et al. (2018); Portela Maquieira et al. (2020) outline effective and specific transformational leadership: 1) Idealized Influence: The leader sets an example for his followers (Avolio & Bass, 2002; Marshall, 2011). The behavior of transformational leaders into role models is accompanied by a sense of awe, respect, and trust from their followers (Bass & Riggio, 2006). This ideal influence has two perspectives, namely: as a personal attribute and a behavioral attribute (Portela Maquieira et al., 2020). 2) Inspirational Motivation: The leader motivates and becomes a source of inspiration for his followers by providing meaningful challenges to his followers (Avolio & Bass, 2002; Bass & Riggio, 2006). 3) Intellectual Stimulation: Leaders encourage their followers' innovation and creativity, value their ideas when they differ, and use new approaches to problem solving (Avolio & Bass, 2002). 4) Individualized Consideration: The existence of a leader's humility that transcends the mission of the organization and the value of the work of others (Marshall, 2011).

Transformational leadership can inspire and motivate team to increase job satisfaction (Yıldız & Şimşek, 2016).   In the hospitality sector, transformational leadership is required to ensure that every employee is comfortable and satisfied while performing his/her duties. Transformational leadership in hotels is believed to play a significant role in increasing employee job satisfaction in hotels which have labor-intensive industry with high demands and workloads but low salaries, and relatively poor benefits (Escortell et al., 2020; Mohamed, 2016; Moin et al., 2020; Vargas-Sevalle et al., 2020). If studied based on each dimension, studies show that the transformational leadership dimension significantly impacts the job satisfaction of hospitality industry employees   (Ohunakin et al., 2019; Rothfelder et al., 2012). Transformational leadership improves job satisfaction in various areas of study (Eliyana et al., 2019; Nguni et al., 2006; Puni et al., 2018). Transformational leadership significantly impacts job satisfaction at the individual and organizational levels (Braun et al., 2013; Nielsen et al., 2009).

The beliefs and values of leaders influence the development of an organization. Leadership drives change, organizational culture, and commitment (Karaminia et al., 2010). Transformational leadership first understands the organizational culture (Bass & Avolio, 1994). Job satisfaction, organizational culture, and transformational leadership have strong positive links (Zahari & Shurbagi, 2012). Transformational leadership is linked to an inclusive corporate culture that increases affective commitment, making it difficult for employees to leave the company (Çelik, 2018). Transformational leadership impacts an organization's culture of engagement and adaptability, maximizing performance and organizational excellence (Lasrado & Kassem, 2020). Transformational leadership directly impacts corporate culture and innovation in non-governmental organizations (Mahalinga Shiva & Suar, 2012). Therefore, the researcher put forward the following hypothesis:

H_2: *Increased job satisfaction among employees results from transformational leadership.*
H_3: *Organizational culture is significantly impacted by transformational leadership.*
H_4: *Transformational leadership affects job satisfaction through organizational culture.*

Organizational culture

Organizational culture is a set of shared values and ideals that all members know; Its expectations and roles adhere to (Luthans & Doh, 2018). In the context of a company, organizational culture is the perception of employee feelings that can create patterns of trust, values, and expectations (Gibson et al., 2012). A good organizational culture has an impact that makes employees independent and willing to work hard, allowing leaders of all levels to become future leaders of the organization (Gibson et al., 2012). According to Luthans (2011), Organizational culture characteristics consist of 1) Regularity of behavior, 2) Norms, 3) Dominant values. 4) Philosophy, 5) Rules, and 6) Organizational climate. Organizational culture influences individuals, groups, and organizational processes when an organization involves shared expectations, values, and attitudes (Gibson et al., 2012). Organizational culture consists of (1) Artifacts, 2) norms, and (3) Underlying Assumption (Colquitt et al., 2015; Schein, 2010).

Motivation, leadership, and organizational culture can create job satisfaction if accepted by all employees properly (Paais & Pattiruhu, 2020). Robbins and Judge (2013) identify seven essential traits that characterize organizational culture: (1) Innovation and risk-taking, (2) Attention to detail, (3) Result in orientation, (4) People orientation, (5) Orientation of team, (6) Aggressiveness, and (7) Stability. Job satisfaction is the emotional state of being happy and

passionate about work. The best approach to job satisfaction is a collection of attitudes toward different job duties and work environments (McShane & Glinow, 2018). When an individual appreciates a specific component of a job, expectations have a strong positive impact on satisfaction and a negative effect when expectations are not satisfied (George & K.A., 2018). A conducive organizational culture provides a sense of comfort and impacts job satisfaction. Good relationships with management and coworkers are a form of corporate culture that affects job satisfaction (Ažić, 2017). The Korean American Registered Nurses (KARN) study showed that organizational culture increases job satisfaction (Kim et al., 2017). Study of hotels, corporate culture is an important variable and positively impacts job satisfaction (Pawirosumarto et al., 2017). An organizational culture full of innovation increases job satisfaction, while a bureaucratic organizational culture has a negative impact (Bigliardi et al., 2012). The author puts forth the following hypothesis in light of this explanation:

H_5: Job satisfaction is significantly impacted by organizational culture.

Job satisfaction

Employee satisfaction in responding to the work environment involves both physical and emotional satisfaction (Eviana et al., 2022). When these factors complement each other, they will be able to support the achievement of job satisfaction in a company. Job satisfaction is a theoretical idea that refers to the attitude of people to their work (McShane & Glinow, 2018; Yıldız & Şimşek, 2016). Job satisfaction is personal attitude and behaviour that arise from an evaluation of one's professional experience and the degree to which the job can satisfy employee expectations in order to motivate them to perform better (Ferreira & Potgieter, 2021). Job satisfaction is a quality that revolves around the experience of desired and undesirable employment and how closely the work lives up to employees' expectations. The theory of value perception says that when a company offers promotional salaries, supervision, and coworkers and values their work, employees will tend to feel satisfied (Colquitt et al., 2015). The balance between expectations and job realization shows the achievement of job satisfaction. When job realization exceeds one's expectations, it offers higher job satisfaction (Choi et al., 2016; Pawirosumarto et al., 2017). Therefore, the employee's positive feelings about his work that are evaluated based on his experience show high job satisfaction. In contrast, negative emotions are described by a low level of satisfaction (Robbins & Judge, 2013). Employee job satisfaction significantly impacts the development of organizational and personal performance (Adeoye & Fields, 2014) and is an essential factor for organizational success (George & KA, 2018).

Satisfaction is the human feeling towards a particular activity. Two factors affect job satisfaction: (1) Extrinsic factors – factors outside the employee's control – include Promotion Opportunities, Job Content, Supervision, Coworkers, Job Security, and Work Setting/Work Environment. (2) Intrinsic factors, which come from oneself, include Personality, Intrinsic Rewards, Advancement opportunities, and Demographic (George & KA, 2018; Haleem et al., 2018).
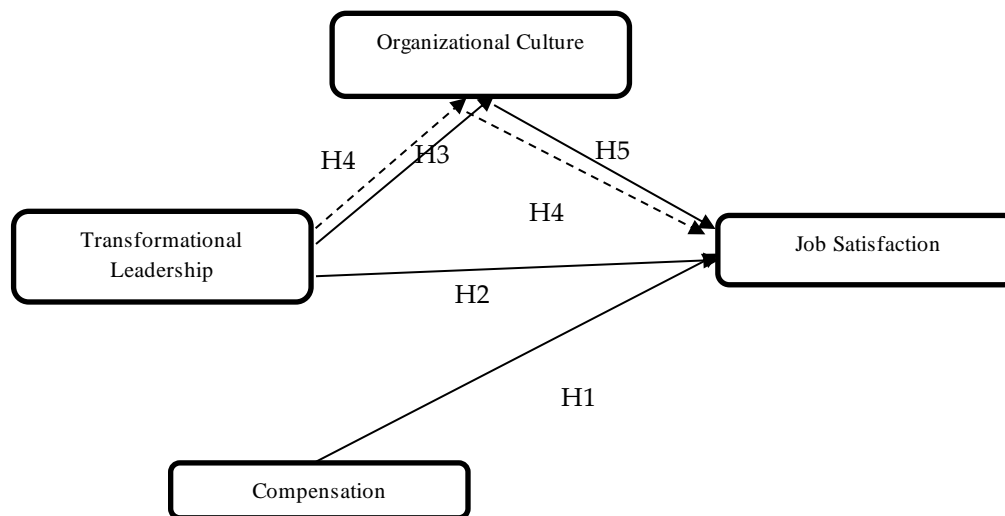
Figure 1: Research framework

Research methodology
Data collection and respondent profile
This research was conducted at a four-star hotel in Bekasi City, West Java, Indonesia. The hotel is part of an international hotel chain. The population of 133 consists of permanent and contract employees, excluding supervisors and managers. Twenty hotel employees participated in a pilot test to see if the instrument was valid and reliable. The sampling method was a saturated sample, and the research sample consisted of the remaining 113 employees. Of the 113 employees who became respondents, 80 respondents (70.80%) filled out the questionnaire completely; the rest did not fill out the questionnaire, so they were excluded from the study.

Measurement
The component in the proposed model of the measurement scale used is the Likert scale, from 1- Strongly disagree to 5- Strongly Agree. Compensation is adopted from Hayes and Ninemeier (2009); Reed (2017) with direct and indirect compensation. Transformational leadership is adopted from Brass and Riggio (2006); Boamah et al. (2018); Portela Maquieira et al. (2020), that is (1) Idealized Influence, 2) Inspirational Motivation, 3) Intellectual Stimulation, and 4) Individualized Consideration. Organizational culture adopts from Robbins & Judge (Robbins & Judge, 2013) that is: (1) Innovation and risk-taking, (2) Attention to detail, (3) Result orientation, (4) People orientation, (5) Team orientation, (6) Aggressiveness, and (7) Stability. Job satisfaction, adopted by George & KA (2018); Haleem et al. (2018), is Extrinsic and Intrinsic.

Data analysis
The data of this study were analyzed with the PLS Structural Equation Model (SEM) with the Smart PLS software 3.2.9. Outer model testing with Confirmatory Factor Analysis (CFA) results in 1) Convergent validity (outer loading ≥ 0.7); 2) Construct validity (AVE≥0.5). Reliability with Composite Reliability (CR) ≥ 0.7 and Alpha Cronbach ≥ 0.7. Discriminant validity uses Fornell and Larcker criteria. Non-Multicollinearity test using Variance Inflation Factor (VIF)<5 (Hair et al., 2017). Inner model testing results in 1) Coefficient of Determination (R^2) with criteria if R^2= 0.25, weak; R^2=0.50, moderate; and R^2=0.75 strong. 2) Size Effect(f^2): If f^2=0.02, small; f^2=0.15, medium; and f^2=0.35, big; 3) Relevance of predictions (Q^2) : Q^2=0.02, small; Q^2=0.15, medium; and Q^2=0.35, big (Hair et al., 2017).

The goodness of fit with Standardized Root Mean Square Residual (SRMR) ≤ 0,08 (Hu & Bentler, 1999). Hypothesis testing refers to α = 5% (t = 1.96).

Results
Respondent profile
Table 1: Respondent profile

Character	Information	Total	%
Gender	Male	31	38.75
	Female	49	61.25
Education	High School	52	65.00
	Diploma	10	12.50
	S-1	18	22.50
Service Life	< 5 years	49	61.25
	=> 5 years	31	38.75

Source: Data processing results

Employees who became respondents in this study were dominated by women (61.25%); distributed in the Food & Beverage, sales, and front office departments. Men are more dominant in housekeeping and general affairs because they require more physical labor. Respondents generally have a high school education (65%), followed by Bachelor's and Diploma. Respondents' tenure is usually less than five years (61.25%). The rest have five years and above tenure, namely those involved in the hotel's opening.

Evaluate model measurements
Measurements are carried out using the CFA method. The findings indicated that each indicator's overall value for outer loading was> 0.700 (Table 2).

Table 2: Model measurement evaluation

No	Indicators	Outer Loadings	CR.	Alpha Cronbach	AVE
	Compensation				
1	The provision of salaries has been able to meet the needs of my daily life	0.821	0.888	0.843	0.615
2	The wages given by the company due to overtime are as expected.	0.755			
3	The incentives I received were appropriate as expected.	0.739			
4	I feel better knowing how much severance money will be provided under the employment agreement.	0.810			
5	Companies often hold "Darma Wisata" Activities (vacation)	0.793			
	Job Satisfaction				
6	The amount of salary received meets my expectations	0.771	0.932	0.916	0.631
7	The promotion opportunity made me want to keep going.	0.839			
8	I enjoy a job charged to me.	0.811			
9	My boss always helps and supports me in carrying out my work	0.728			
10	Colleagues can support work and create sense of family	0.772			
11	My current job fits perfectly with my personality and interests	0.820			
12	Hotel management permanently recognizes the work of employees in the form of awards	0.837			
13	I feel challenged in every job because there is an opportunity to move forward.	0.770			
	Organizational Culture				
14	Hotels always encourage employees to work with innovation	0.841	0.929	0.911	0.653
15	Hotel Management encourages employees to work by paying attention to details	0.783			
16	Hotel management has always put results first, not the methods and procedures employed to get there.	0.824			
17	Hotel management always considers the effect of work on hotel employees.	0.810			
18	Management always considers work activities set in focus on the team	0.799			
19	Hotel Management always encourages employees to work aggressively and competitively	0.826			
20	Work activities in the hotel always prioritize the stability of the hotel's work as the first reference	0.770			
	Transformational Leadership				
21	The leader exerts a significant influence in carrying out work in the company	0.764		0.846	

No	Indicators	Outer Loadings	CR.	Alpha Cronbach	AVE
22	Leaders always provide inspiration and motivation for employees at work	0.818			
23	Leaders think rationally	0.824	0.890		0.619
24	Leaders can resolve issues quickly	0.757			
25	Leadership appreciates the ideas of subordinates	0.769			

Source: Data processing results

The CR, which shows that internal consistency is between 0.888 and 0.932, all of which > 0.7, indicates that the construct has very satisfactory reliability. The Alpha-Cronbach > 0.7 suggests the reliability of the instrument. A Total AVE of > 0.5 means that the construction formed is good validity.

Tables 3: Discriminant validity

	Mean	SD	C	JS.	OC	TL
C	3.773	0.814	0.784			
JS	3.927	0.722	0.762	0.794		
OC	4.082	0.802	0.552	0.755	0.808	
TL	4.015	0.704	0.730	0.779	0.705	0.787

Source: Data processing results
Note: Compensation = C; Job Satisfaction=JS; Organizational Culture=OC; Tranformational Leadership = TL

The Fornell-Larcker Criterion Test results in Table 3 demonstrate that a research instrument has good discriminant validity when the sum of the square roots of the AVE for each construct exceeds the highest correlation among the other constructs. The average of each construct indicates that the organizational culture is the highest (mean=4.082±0.802), in second place is Transformation Leadership (mean=4.015±0.704), and the compensation is the smallest (mean=3.773±0.814).

Tables 4: VIF value

	C	JS.	OC	TL
C		2.153		
JS				
OC		2.000		
TL		2.974	1.000	

Source: Data processing results

The multicollinearity between constructs is tested based on the value of the VIF. Table 4 shows no correlation among the exogenous variables studied, especially when the exogenous variable is job satisfaction. The VIF < 5 indicates this. Therefore, the assumption of non-multicollinearity can be met.

SEM models
Structural model testing (Inner model)
Compensation, transformational leadership, and organizational culture explain the diversity of job satisfaction in the strong ($R^2 = 75.9\%$). Transformational leadership ability explains that Organizational Culture ($R^2 = 49.7\%$). Transformational leadership has a substantial measure effect on Job Satisfaction (f^2=0.341). The effect size Compensation (f^2 =0.205) and Organizational Culture (f^2 =0.167) are reasonable measures of job satisfaction. The effect of transformational leadership measures on weak organizational culture (f^2=0.21). The relevance of the prediction > 0. Therefore, the model has relevance for predicting job satisfaction and organizational culture. SRMR value=0.079 indicate a good fit model.
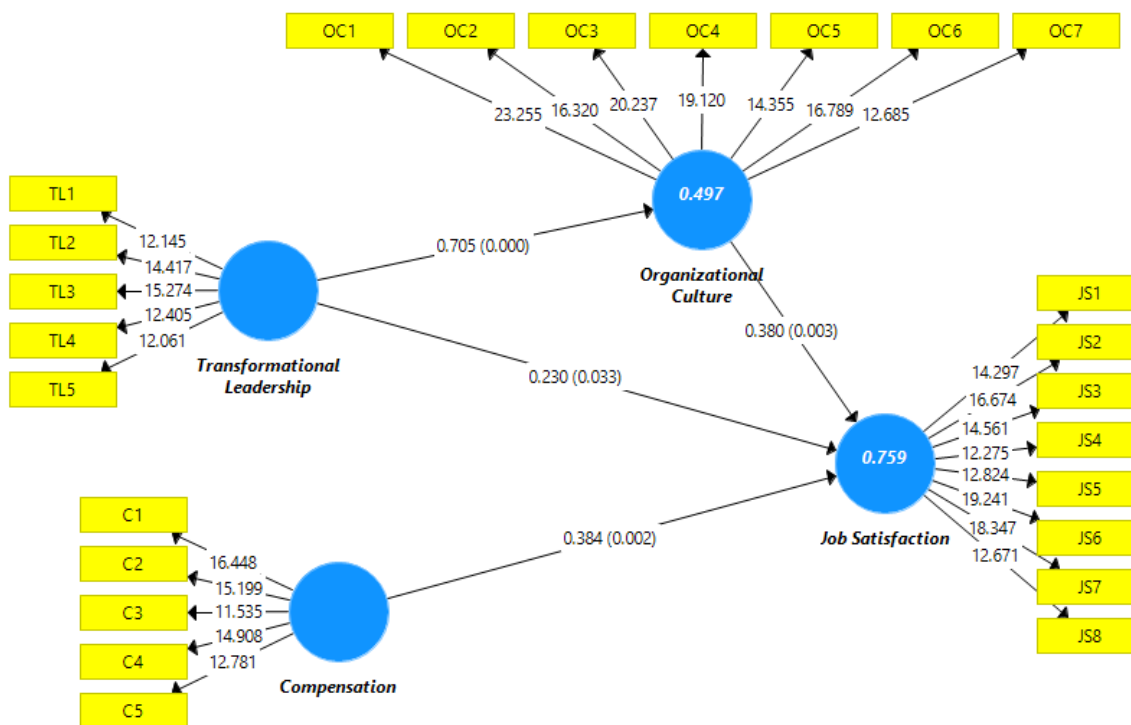
Figure 1: Final model

Table 5: Result in SEM model

Information	Original Sample (O)	Mean	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P Values	Conclusion
Direct Effects						
C -> JS	0.384	0.405	0.124	3.103	0.002	Accepted
OC -> JS	0.380	0.372	0.128	2.963	0.003	Accepted
TL -> JS	0.230	0.217	0.108	2.129	0.033	Accepted
TL -> OC	0.705	0.713	0.067	10.463	0.000	Accepted
Indirect Effects						Accepted
TL -> OC -> JS	0.268	0.268	0.105	2.552	0.011	Accepted

Source: Data processing results

By using significance level α=5%, Tabel 5. shows that compensation positively and significantly affects job satisfaction ($\beta = 0.384$, p $-$ value $= 0.002$); therefore, H1 is accepted. Transformational leadership positively affects job satisfaction ($\beta = 0.230$, p $-$ value $= 0.033$); therefore, H2 is accepted. Transformational leadership greatly influences Organizational Culture (β=0.705, p$-$value=0.000); therefore, H3 is Accepted. Organizational culture has a positive and significant effect on Job Satisfaction ($\beta = 0.380$, p $-$ value $= 0.003$), so H5 is accepted. The study results also show that Transformational leadership has a significant indirect impact on Job Satisfaction through Organizational Culture ($\beta = 0.268$, p $-$ value $= 0.011$); therefore, H4 is accepted.

Discussion and implications

This research investigated the direct impact of compensation, transformational leadership, organizational culture, and job satisfaction. This study evaluated corporate culture's function in mediating the relationship between transformational leadership and job satisfaction. This

study provides a fundamental contribution: First, compensation positively and significantly affects job satisfaction. This result shows that employee job satisfaction will also increase if compensation increases. When an employee's workload aligns with his compensation, the employee's satisfaction level will also increase. These results are in line with the results of research conducted by Lam et al. (2001), Ozturk and Hancer (2011), and Hartono et al. (2021), which says compensation has a real impact on improving the job satisfaction of employees of hotels. The proper balance will cause a sense of security and comfort at work, so employee work behavior shows joy. Fair compensation will drive increased job satisfaction (Lee & Choi, 2022; Robianto et al., 2020). Islam et al. (2016), which reveals an inverse association between pay and Job satisfaction and the employee's discontent with the remuneration that he receives do not support these findings, however.

Second, job satisfaction is significantly affected by transformational leadership. Therefore, if transformational leadership is successful, there will be an improvement in work satisfaction. These findings are consistent with earlier research showing increased work satisfaction in the hotel sector due to transformative Leadership (Mohamed, 2016; Moin et al., 2020; Ohunakin et al., 2019; Vargas-Sevalle et al., 2020). Other studies in different areas also align with these results, which show a positive role of transformational leadership in job satisfaction (Alzomia et al., 2019; Eliyana et al., 2019; S.-U.-R. Khan et al., 2020; Puni et al., 2018). For managers in hospitality, transformational leadership has proven to be an effective management strategy (Escortell et al., 2020). The leader will have influence and act as a role model in a transformational leadership style that inspires followers and sets a high standard, resulting in contented workers. Organizational strength evidenced by job satisfaction will be derived from the ability to be a role model, inspiration in every action, respect and admiration from employees. With high levels of job satisfaction, employee productivity will increase, thus an improving business performance.

Third, organizational culture is significantly impacted by transformational leadership. Therefore, good transformational leadership will enhance an excellent organizational culture. These outcomes are consistent with the investigation made by Pradhan et al. (2017) and Khan et al. (2021) that an organization's culture is positively and significantly impacted by transformational leadership. Organizational culture develops mainly from administration, whereas an organization's culture can influence its leadership's development (Bass & Avolio, 1994). The same goes for transformational leadership, characterized by a culture of sharing in which leaders maintain relationships with each person, allow the workforce to grow creatively and innovatively, and value and encourage employee welfare (I. U. Khan et al., 2021). With the sense of security that transformational leadership offers, managers will find aligning the company's principles simpler, creating a strong sense of collectivity. As a result, transformational leadership can change organizational ideals into a new culture that can foster enhanced company competitiveness.

Fourth, transformational leadership and job satisfaction are mediated by organizational culture. This shows how good transformational leadership can encourage a company's growth with a great organizational culture, which can increase job satisfaction. Transformational leadership can motivate followers to develop virtues that distinguish the organization from other companies. Schein (2010) says that an organization's culture is determined in part by its leadership. Transformational leadership that inspires subordinates will be a role model for his followers and a form of respect and admiration (Bass & Riggio, 2006), fostering trust with ethics and morals (Marshall, 2011). Every organization member will feel more at ease at work if a leader serves as an example, improving the work environment. Comfortable working conditions among employees, particularly between leaders and subordinates, will foster creativity and innovative thinking in the workplace. This will create an excellent organizational

culture between leaders and followers to commit to achieving one vision, mission, and organizational goals, complete challenges to solve organizational problems, and provide opportunities for individuals to self-actualize and innovate (Bass & Riggio, 2006). Employee satisfaction will result from the corporate culture that transformational leadership roles foster. An excellent organizational culture promotes rising employee job satisfaction (Pawirosumarto et al., 2017).

Fifth, organizational culture significantly and positively impacts employee job satisfaction. Therefore, an excellent organizational culture will increase job satisfaction. These findings are consistent with research showing that corporate culture has a favorable and significant impact on job satisfaction for hotel employees (Dirisu et al., 2018; Pawirosumarto et al., 2017). Organizational culture is critical when people, groups, and organizations try to understand how it might differ or impact the enjoyment and performance of all executive members, especially in the hospitality industry (Dirisu et al., 2018). A comprehensive concept called organizational culture encompasses common values, beliefs, ideals and practices, conventions and traditions, knowledge, and technology (Yoon & You, 2016). Thus it is an important aspect that impacts the behavior of every employee, including employees in the hospitality industry. Shared values, standard norms, visions, and traditions among employees will form a strong collectivity that unites all employees in the company. Individuals who work in collectivity are a unit that illustrates the satisfaction of each employee at work. This study also demonstrates that organizational culture plays a more significant role in mediating the indirect relationship between transformational leadership and job satisfaction than the direct connection between hotel employees does.

Conclusion

This study has strategic consequences for businesses. First, management consistently assesses, upholds, and enhances a strong organizational culture since it is crucial to bridging the gap between transformational leadership and job satisfaction. Because organizational culture serves as a vital bridge, the relationship between transformational leadership, organizational culture, and work satisfaction is crucial. Second, management that employs transformational leadership as a source of motivation and a role model for staff members must be utilized to impact organizational culture and job satisfaction directly.

The results of this study show compensation, transformational leadership, and organizational culture significantly impact hotel employees' job satisfaction. Transformational leadership has a significant impact on organizational culture. The research findings indicate the strategic role of organizational culture mediates the relationship between transformational leadership and employee job satisfaction. Based on the research findings, transformational leadership is a critical area that hotels should address to improve job satisfaction. Transformational leadership training programs should be conducted continuously as it promotes good organizational culture and job satisfaction.

Because only a small number of employees participated in this study, the findings are not all-inclusive. Given that the organizational culture of the same hotel chain is not significantly different, additional research on a larger scale is advised. The same variables can be used in similar studies. However, when it comes to working, the satisfaction variable is contrasted between extrinsic and intrinsic satisfaction.

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