

Transformational Leadership Style and Work Motivation on Employee Performance through Job Satisfaction At The Jayakarta Suites Komodo Flores Hotel

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Abstract

Labuan Bajo is a tourist area that is currently being prioritized by the government. So it is not surprising that there is competition in the hospitality business in Labuan Bajo. The Jayakarta Suites Komodo Flores hotel is one of the well-known lodging service providers in Labuan Bajo. The purpose of this study was to analyze the effect of transformational leadership style and work motivation on employee performance through job satisfaction at The Jayakarta Suites Komodo Flores hotel. The population in this study consisted of 54 employees and was used as a research sample. The analysis technique used is structural equation modeling (path analysis). The results showed that transformational leadership style and work motivation had a significant effect on job satisfaction. Transformational leadership styles and work motivation have a significant effect on employee performance. Job satisfaction has a significant effect on employee performance. Job satisfaction as a moderating variable weakens the indirect effect of transformational leadership style variables and work motivation on employee performance.

Keywords: transformational leadership style, work motivation, job satisfaction, employee performance

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I. INTRODUCTION

Labuan Bajo is the center of the hospitality industry in Flores, which has increased from year to year. This increase is due to Labuan Bajo's extraordinary natural wealth, one of which is the island of Komodo, which is a priority destination for the Government of Indonesia. The impact is that the need for hotel accommodation increases. The development of the hospitality industry in Labuan Bajo has resulted in sharp business competition with the presence of new hotels that offer facilities and services with their own uniqueness. However, since the COVID-19 pandemic has resulted in a lack of tourists visiting Labuan Bajo, which has had an impact on hotel occupancy in Labuan Bajo being reduced or deserted.

One of the hotels in Labuan Bajo that has been affected by COVID-19 is the Jayakarta Suites Komodo Flores. This hotel is a 4-star hotel and has been around for a long time in Labuan Bajo. Due to COVID-19, the residence at The Jayakarta Suites Komodo Flores hotel was deserted and some employees were forced to be laid off. In addition, due to COVID-19, the quality of service has decreased due to a feeling of fear from employees going to work, especially in terms of interacting with consumers or hotel visitors.

The decline in COVID-19 cases in Labuan Bajo since the end of 2021 has had a positive impact on the tourism sector, where tourist visits to Labuan Bajo have increased. This has had a positive impact on hotels in Labuan Bajo, especially the Jayakarta Suites Hotel Komodo Flores.

The increasing number of tourist arrivals in Labuan Bajo along with the growth and development of the hospitality business, the Jayakarta Suites Komodo Flores hotel is required to be able to transform the concept as well as systems in hotel management, for example transformation in terms of improving service quality. With transformational leadership applied to the Jayakarta Suites Komodo Flores hotel, it can raise employee morale and change feelings of fear due to the pandemic into employees who work by providing maximum service without fear. Thus, the performance of employees can increase.

The Jayakarta Suites Komodo Flores has a total of 71 rooms and a total of 54 employees. This means that the number of rooms is not proportional to the number of hotel employees. The small number of employees causes employees to always be required to take advantage of every available time to perform tasks as well as possible. The lack of employees in each part of the work means that the performance of employees at the Jayakarta Suites Komodo Flores hotel seems slow and less than optimal.

In addition, there are problems related to the level of employee attendance. Evidenced in the following table 1 which describes the level of employee attendance during 2022:

Table 1 Employee Attendance Rate

No	Month	Attendance Frequency	Percentage
1	January	52 Employees	19.2
2	February	55 Employees	17.7
3	March	55 Employees	23.5
4	April	55 Employees	19.9
5	May	54 Employees	19.7

Source: secondary data, Hotel The Jayakarta Suites Komodo Flores, 2022

Seen from table 1, which shows related that the attendance of employees each month has increased and decreased. This will be able to affect the performance of the hotel because performance can be influenced by several factors, one of which is the presence of employees. Moreover, the Jayakarta Suites Komodo Flores is a company engaged in the service sector. If many employees are not present, it will cause less service to consumers, causing consumer dissatisfaction with the company.

A transformational leadership style is needed at The Jayakarta Suites Komodo Flores Hotel so that employee performance can be improved by means of the leadership providing individual hospitality, providing intellectual stimulation, inspirational motivation, and giving ideal influence to employees. In addition, by fulfilling needs, such as physiological needs, security needs, social needs, esteem needs and self-actualization needs, it can increase employee job satisfaction with their work so that the performance of The Jayakarta Suites Komodo Flores hotel employees can increase.

From an explanation of the background of the problem, making researchers to is interested in raising the issue of whether transformational leadership styles and work motivation affect employee performance through job satisfaction at The Jayakarta Suites Hotel Komodo Flores.

II. LITERATURE REVIEW

The definition of performance, based on the opinion of Mangkunegara (2017: 67), is work achievement both in quantity and quality which has been achieved by the employee in carrying out his work in accordance with what was mandated to him with full responsibility. based on the opinion of Robbins and Judge (2017:263), leaders who use transformational leadership styles in their leadership can improve employee performance by building consensus among group members. The ability factor and motivation factor are factors that can affect employee performance (Mangkunegara, 2017: 67). based on the opinion of Mathis and Jackson (2006:378), employee performance indicators are quantity, quality, punctuality, attendance, and effectiveness.

The definition of job satisfaction based on the opinion of Afandi (2016:58) is as an effective or emotional response to various aspects of work. between job satisfaction and performance there is an influence where according to him when someone moves from the individual level to the organizational level, then that person will find support for the performance-relationship (Robbins and Judge, 2017: 53). According to Mangkunegara (2017:126), in measuring job satisfaction, several indicators can be used, namely the work itself, supervision, wages, promotions, and coworkers.

The definition of a transformational leadership style, according to Robbins and Judge (2017:261), is a leader who inspires his followers to put aside personal interests for the benefit of the organization. Indicators to measure transformational leadership style are individual friendliness, intellectual stimulation, inspirational motivation, and ideal influence (Robbins and Judge, 2017:262).

The definition of work motivation according to Hasibuan (2017:143) is the encouragement that gives birth to work enthusiasm so that they can work together, be effective at work, and be integrated with all their efforts in obtaining satisfaction. The indicators used to measure work motivation are physiological, feel safe and secure, social, esteem, and self-actualization needs (Hasibuan, 2016:232).

III. RESEARCH METHODOLOGY

This type of research is quantitative explanatory research used. What is examined in this research is the influence of transformational leadership style and work motivation on employee performance through job satisfaction. The scope of this research is human resource management, especially employee performance which is associated with transformational leadership style, work motivation and job satisfaction at The Jayakarta Suites Komodo Flores hotel. The location of this research was conducted at The Jayakarta Suites Komodo Flores hotel which is located at Jl. Pede Beach KM.5, Labuan Bajo, Komodo District, West Manggarai Regency, NTT. Employee performance is the dependent variable. Job satisfaction is the mediating variable and the independent variables are transformational leadership style and work motivation. There are 2 types of data sources, namely primary data in the form of questionnaires and secondary data, namely data from The Jayakarta Suites Komodo

Flores hotel employees. Questionnaire be distributed to respondend before calculatating of data (Respati and Yandono, 2008). The Likert scale is used to measure the research instrument by testing the validity and testing the reliability. A total of 54 employees were sampled in this study. There are 4 data analysis techniques used, namely 1) descriptive analysis, 2) classical assumption test, 3) structural equation model analysis, 4) hypothesis testing.

IV. RESEARCH RESULT

4.1 Testing Of Instrument

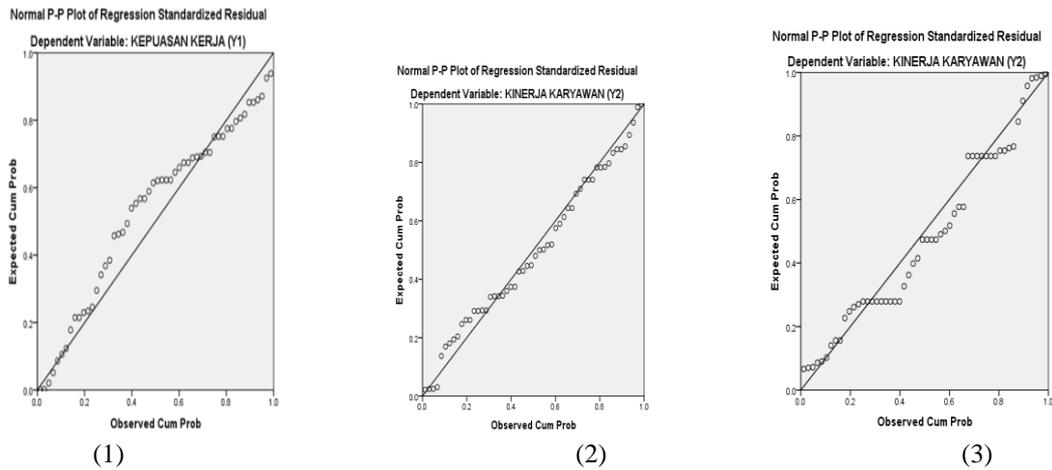
The criteria for testing the validity of this research are by comparing the correlation of each statement item (rcount) with the table correlation value (r_{table}). The value of the product moment table at $\alpha=0.05$ and $n=54$ is 0.268. The results of the validity test show that all the statement items used are valid, indicated by the value of $r_{count} > r_{table}$, so that the instrument in this study is a good data collection tool so that it can be used. Judging from the results of the reliability test, the Cronbach Alpha value for each variable is >0.6 . That is, the instrument used in this study is reliable or reliable as a measuring tool. an important part of testing the instrument is the validity test (Respati, 2009).

4.2 Variable Description

The results showed that the total average of the transformational leadership style variables was 4.40. The transformational leadership style variable obtains a mean value for each indicator, namely the individual friendliness indicator ($X_{1.1}$) obtained a mean value of 4,37, intellectual stimulation indicator ($X_{1.2}$) 4,31, the inspirational motivation indicator ($X_{1.3}$) of 4,30, the ideal influence indicator ($X_{1.4}$) is 4,55. This comparative information illustrates that the ideal influence indicator has a high respondent's perception value for the measurement of transformational leadership style at The Jayakarta Suites Komodo Flores hotel, in Labuan Bajo. Based on the results of the study, it is known that the total average value of the work motivation variable is 4,25. Each indicator of the work motivation variable obtained a mean value, namely the physiological needs indicator ($X_{2.1}$) obtained a mean value of 4,20, the security needs indicator ($X_{2.2}$) was 4,25, the social needs indicator ($X_{2.3}$) of 4,27, the indicator of the need for appreciation ($X_{2.4}$) of 4,25, the indicator of the need for self-actualization ($X_{2.5}$) of 4,28. This comparative information illustrates that the indicator of self-actualization needs has a high respondent's perception value for measuring work motivation at The Jayakarta Suites Komodo Flores hotel, in Labuan Bajo. Based on the results of the study, it is known that the total average value of the job satisfaction variable is 4,17. Each indicator of the job satisfaction variable obtained a mean value, namely the indicator of satisfaction with the job itself ($Y_{1.1}$) obtained a mean value of 4,34, the indicator of satisfaction with supervision ($Y_{1.2}$) is 4,15, the indicator of satisfaction with wages ($Y_{1.3}$) is 3,89, the indicator of satisfaction with promotion ($Y_{1.4}$) is 4,13, the indicator of satisfaction with coworkers ($Y_{1.5}$) is 4,36. This comparative information illustrates that the indicator of satisfaction with coworkers has a high respondent's perception value for measuring employee job satisfaction at The Jayakarta Suites hotel in Labuan Bajo. Based on the research results, it is known that the total average value of the employee performance variable is 4,26. Each indicator of the employee performance variable obtained a mean value, namely the quantity indicator ($Y_{2.1}$) obtained a mean value of 4,12, the quality indicator ($Y_{2.2}$) of 4,25, timeliness indicator ($Y_{2.3}$) by 4,38, attendance indicator ($Y_{2.4}$) by 4,28. This comparative information illustrates that the punctuality of the employee's work time has a high respondent's perception value for measuring employee performance at The Jayakarta Suites Hotel Komodo Flores, Labuan Bajo.

4.3 Classic assumption test

The following figure is an explanation regarding the results of the data normality test:



Notes:

Figure (1) : Regression Model I ($Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$)

Figure (2) : Regression Model II ($Y_2 = \beta_3 X_1 + \beta_4 X_2 + e_2$)

Figure (3) : Regression Model III ($Y_2 = \beta_5 Y_1 + e_3$)

Based on Figures 1,2, and 3 show where the points follow the direction of the diagonal line. So the conclusion obtained is that the data is normally distributed.

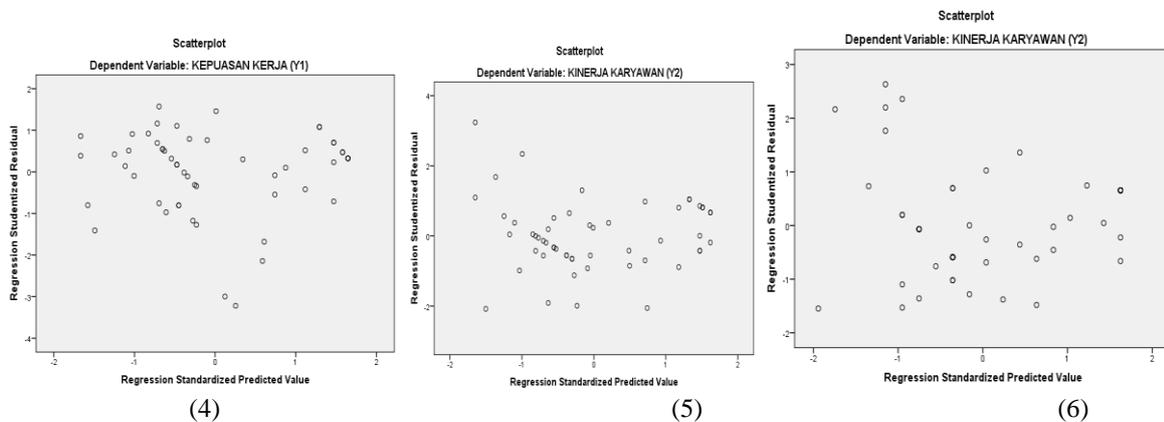
The following are the results of the multicollinearity test shown in table 2:

Table 2. Multicollinearity Test

Variable	Regression Model I ($Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$)		Regression Model II ($Y_2 = \beta_3 X_1 + \beta_4 X_2 + e_2$)		Regression Model III ($Y_2 = \beta_5 Y_1 + e_3$)	
	Tolerance	VIF	Tolerance	VIF	Tolerance	VIF
Transformational leadership style	0.320	3.123	0.320	3.123		
Work motivation	0.320	3.123	0.320	3.123		
Job satisfaction					1,000	1,000

Table 2 shows that the VIF calculation results from all independent variables both in model I, II and model III show that the value of VIF < 10, and the tolerance value of all independent variables in both models I, II and III obtain that the tolerance value is > 0.1 means that there are no multicollinearity symptoms. So the conclusion is that there are no symptoms of multicollinearity in this study.

The heteroscedasticity test results are shown in the following figure:



Notes:

Figure (4) : Regression Model I ($Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1$)

Figure (5) : Regression Model II ($Y_2 = \beta_3 X_1 + \beta_4 X_2 + e_2$)

Figure (6) : Regression Model III ($Y_2 = \beta_5 Y_1 + e_3$)

Based on Figures 4, 5, and 6, show that the dots are scattered and do not form a certain pattern. These results indicate that there are no symptoms of heteroscedasticity, meaning that respondents' perceptions in this study can be measured .

4.4 Structural Equation Model Test Results

The results of the structural equation test (SEM) are explained as follows:

$$\begin{aligned}
 R^2 &= 1 - (\sqrt{1 - R_1^2} \cdot \sqrt{1 - R_2^2} \cdot \sqrt{1 - R_3^2}) \\
 &= 1 - (\sqrt{1 - 0,812} \cdot \sqrt{1 - 0,608} \cdot \sqrt{1 - 0,629}) \\
 &= 1 - (\sqrt{0,188} \cdot \sqrt{0,392} \cdot \sqrt{0,371}) \\
 &= 1 - (0.433 \cdot 0.626 \cdot 0.609) \\
 &= 1 - 0.165 \\
 &= 0.835
 \end{aligned}$$

The total value of the coefficient of determination is 0.835. Where it means that 83.5% of the diversity of the data can be explained by the variables in this study. Meanwhile, 16.5% which is the rest can be explained by variables that have not been or are not used in this study. It is concluded that the model in this study is accepted as a tested analytical tool and is able to prove the hypothesis that has been made. Structural equation model analysis technique is suggested using path analysis (Rahmadian et al., 2018). The result of path coefficients be showed as bellow:

Figure 1. Path analysis results

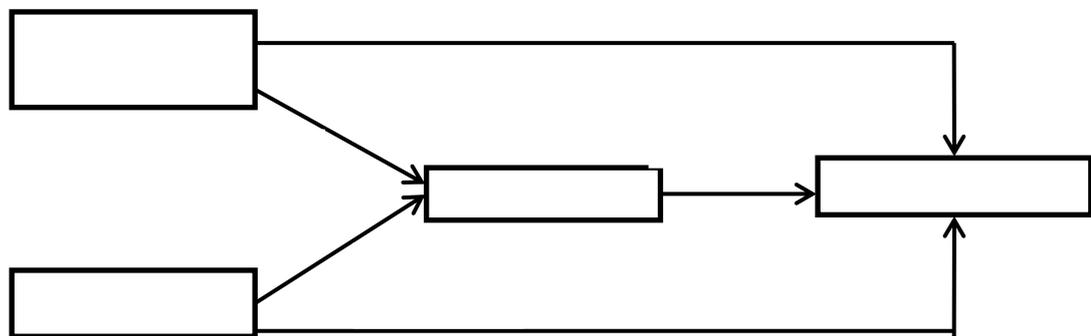


Table 3. Path analysis results

Variable	Direct Influence	p.value	Indirect Influence	Total Influence
Transformational Leadership Style (X ₁) to job satisfaction (Y ₁)	0.216	0.045		
Work Motivation (X ₂) to job satisfaction (Y ₁)	0.718	0.000		
Transformational leadership style (X ₁) to employee performance (Y ₂)	0.305	0.050		
Work motivation (X ₂) to employee performance (Y ₂)	0.519	0.001		
Job satisfaction (Y ₁) to employee performance (Y ₂)	0.798	0.00		
Leadership style (X ₁) to employee performance (Y ₂) through job satisfaction (Y ₁)	0.305		0.216 × 0.798 = 0.172	0.477
Work motivation (X ₂) to employee performance (Y ₂) through job satisfaction (Y ₁)	0.519		0.718 × 0.798 = 0.572	1.091

V. DISCUSSION

A transformational leadership style is measured by indicators of individual friendliness, intellectual stimulation, inspirational motivation, and ideal influence. The main thing that supports the transformational leadership style applied by the leadership of The Jayakarta Suites Komodo Flores hotel is the ideal influence, which is reflected in most employees strongly agreeing that the leadership sets a good example for the employees of The Jayakarta Suites Komodo Flores hotel. Work motivation is measured using indicators of physiological needs, safety needs, social needs, esteem needs and self-actualization, needs. The main thing that supports the variable of work motivation of hotel employees at The Jayakarta Suites Komodo Flores is the need for self-actualization which is reflected in most employees answering, strongly agreeing that the current job is

challenging to work in. Job satisfaction is measured based on certain indicators, namely satisfaction with the work itself, supervision, wages, promotions, and co-workers. The main thing that drives the job satisfaction of the employees of the Jayakarta Suites Komodo Flores hotel is the satisfaction of co-workers, which is described with most of the employees of the Jayakarta Suites Komodo Flores hotel responding agreeing that the family atmosphere with co-workers is well established. Employee job satisfaction is one of the factors that are considered important in encouraging employees to achieve the company's vision and mission. Employee performance is measured by indicators, namely quantity, quality, punctuality, and attendance. The main thing that drives the performance improvement of The Jayakarta Suites Komodo Flores hotel employees is the punctuality of work which is described by most of the employees as agreeing with discipline and on time in terms of going to and from work.

A transformational leadership style has a significant effect on job satisfaction. This means that the transformational leadership style (individual friendliness, intellectual stimulation, inspirational motivation, and ideal influence) applied by the leadership of the Jayakarta Suites Hotel Komodo Flores has an impact on job satisfaction for hotel employees. The regression coefficient value of the transformational leadership style variable is a positive value meaning that if the transformational leadership style applied by the leader increases, employee job satisfaction will also increase. This is illustrated by each indicator of the transformational leadership style variable contributing to increasing job satisfaction, especially indicators of ideal influence, which is reflected in the leadership providing a good example and being able to move employees to achieve the company's vision so that employees feel satisfied with their co-workers, which is reflected in the kinship atmosphere. Well, and colleagues provide support and assistance when experiencing difficulties at work. The results of the same research are shown by Mukaromah (2017), Cahyono (2019), Respati (2010), Wahyudi et al.,(2017) and Djuraidi and Laily (2020) which show that transformational leadership style has an influence on job satisfaction. Work motivation has an influence on job satisfaction. Where it means work motivation (physiological needs, security and safety, social, esteem and self-actualization) is well achieved and provides job satisfaction for the employees of The Jayakarta Suites Komodo Flores hotel. The result of the regression coefficient of the work motivation variable is a positive value, meaning that if the employee's work motivation increases, the employee's job satisfaction will also increase. This is illustrated by each indicator in work motivation that contributes to increasing job satisfaction, especially the indicator of self-actualization needs, which are reflected in the current job providing opportunities for self-actualization and the current job challenging enough to work better so that employees feel satisfied with co-workers, which is reflected in a family atmosphere that is well established and co-workers provide support and assistance when experiencing difficulties at work. The results of the same research are shown byPrabowo et al (2018), and Cahyono (2019), and Agustina (2021), which show that work motivation have an influence on job satisfaction.

Transformational leadership style has an influence on employee performance. It means that the transformational leadership style (individual friendliness, intellectual stimulation, inspirational motivation, and ideal influence) applied by the leadership of the Jayakarta Suites hotel Komodo Flores has a positive impact, namely increasing employee performance. The result of the regression coefficient of the transformational leadership style variable on employee performance is a positive value, indicating that the greater the transformational leadership style applied by the leader, the greater the level of employee performance at the Jayakarta Suites Hotel Komodo Flores. It can be seen from the transformational leadership style variable in each of the indicators contributing to improving employee performance, especially indicators of ideal influence, which is reflected in the leadership's setting a good example and being able to move employees to achieve the company's vision so that employees can complete tasks according to what the company has set and employees are disciplined and on time. in terms of going to and from work. The results of the same research are shown by Sanjiwani and Suana (2016), and Cahyono (2019) and supported by Djuraidi and Laily (2020),which shows that the transformational leadership style has an influence on employee performance. Work motivation has an influence on employee performance. Where the meaning is work motivation, work motivation of work employees (physiological needs, security and safety, social, appreciation and self-actualization) is well achieved and has an impact on the performance of the Jayakarta Suites Komodo Flores hotel employees. The regression coefficient value of the work motivation variable on employee performance is positive, meaning that if work motivation increases, employee performance will also increase. It can be seen from each indicator of work motivation that has contributed to increasing employee performance, especially in indicators of self-actualization needs, which are reflected in current work. This provides an opportunity to self-actualize, and the current job is challenging to work better so that employees can complete tasks according to what the company has set and employees are disciplined and on time in terms of going to and from work. The results of the same research are shown by Cahyono's research (2019), Dalimunthe (2018) and supported by research conducted by Agustina (2021), which show that work motivation have an influence on employee performance.

Job satisfaction has an influence on employee performance. Where the meaning is job satisfaction (the job itself, supervision, wages, promotions, and co-workers) achieved well so that it has a positive impact on

improving employee performance at The Jayakarta Suites Komodo Flores hotel. The regression coefficient value of the job satisfaction variable on employee performance is a positive value, indicating that the greater the level of job satisfaction felt by the employee, the greater the level of performance provided by the employee. It can be seen from each indicator in job satisfaction that it contributes in improving employee performance, especially indicators of satisfaction with coworkers, which is reflected in employees feeling happy with a well-established family atmosphere and coworkers providing support and assistance when experiencing difficulties in work so that employees can complete tasks as determined by the company and employees are disciplined and punctual in terms of leaving and returning from the office. The results of the same research are shown by Sanjiwani and Suana (2016), Mukaromah (2017), and supported by research by Cahyono (2019), which shows that job satisfaction have an influence on employee performance.

Job satisfaction mediates the relationship of transformational leadership style to the performance of hotel employees at The Jayakarta Suites Komodo Flores, because the correlation results in the direct effect of obtaining significant results between transformational leadership style and work motivation on job satisfaction, as well as job satisfaction on employee performance. Based on the research results, job satisfaction variables strengthen the relationship of transformational leadership style to employee performance. These results reflect that a good transformational leadership style will significantly improve employee performance along with employee job satisfaction. This is illustrated by the leadership providing a good example and being able to move employees to achieve the company's vision so that employees can complete the work as set out and employees are disciplined and on time in terms of leaving and returning from the office, along with the attitude of employees who feel happy with the family atmosphere that exists with them. Good and co-workers provide support and assistance when experiencing difficulties at work. Based on the research results, job satisfaction variables strengthen the relationship between work motivation and employee performance. These results indicate that high work motivation will significantly improve employee performance along with employee job satisfaction. This can be seen from the current job providing opportunities for employees to self-actualize and challenging employees to work better so that employees can complete tasks according to what the company has set and employees are disciplined and punctual in terms of going to and from work in line with the attitude of employees who feel happy with their work has a well-established family atmosphere, and co-workers provide support and assistance when experiencing difficulties at work. The results of this study are in line with the results of research conducted by Prabowo et al. (2018), which shows that job satisfaction acts as a mediating variable between transformational leadership and work motivation on employee performance.

VI. CONCLUSION

A transformational leadership style and work motivation can increase job satisfaction. Employee performance increases if it is built with a transformational leadership style applied by the leader and high work motivation of employees. Besides that high job satisfaction can also improve employee performance. Job satisfaction mediates the relationship between transformational leadership style and employee performance at The Jayakarta Suites Komodo Flores. Job satisfaction strengthens the relationship between transformational leadership style and work motivation on employee performance.

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