

The Influence of Transformational Leadership Style on Employee Performance Through Work Motivation and Organizational Culture as Mediating Variables

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Abstract: This research was conducted at the Aria Group Hotel to determine the application and influence of the Transformational Leadership Style on Employee Performance through Work Motivation and Organizational Culture as mediating variables in Hotel Aria Group. This research uses quantitative methods with explanatory research type. There are 4 types of variables in this research, namely Transformational Leadership Style, Work Motivation, Organizational Culture, and Employee Performance. The number of respondents in this study was 107 respondents. This sampling technique uses proportionate random sampling. The analysis techniques for this research are statistical analysis and Path Analysis. The results of this research indicate that the Transformational Leadership Style does not affect Employee Performance but has a positive and significant effect on Work Motivation and Organization Culture. Work Motivation and Organizational Culture can mediate the influence of Transformational Leadership Style on Employee Performance. The contribution of these findings can help management map the problems that exist within the company so that they can carry out maximum evaluations. Leaders are advised to also develop programs that support their efforts to improve the competence of their employees, and leaders also consider using the good input that has been proposed. by its employees to improve organizational performance.

Keywords: Employee Performance, Organizational Culture, Transformational Leadership Style, Work Motivation

A. Introduction

Company operations are critical if the company is still operating and competing with other companies. Employees are the company's front guard in carrying out company operations. Companies must implement effective Human Resources Management to manage their employees. They are company assets for the company's operational needs. Human resource management is a system that aims to influence the attitudes, behavior, and performance of employees so that they can contribute optimally to achieving company goals (Suparyadi, 2015). Employees also have extra demands

when working to achieve the company's goals where they work. Companies sometimes give instructions to employees to do work that is outside their responsibilities in the hope of helping the organization or helping other employees who are experiencing difficulties. This is behavior that is outside the responsibilities of the job description carried out by employees to support the organization and other employees (Arnold, 2005). So, with demands like this, leaders hope that employees at work will have satisfactory performance for the company.

Performance is the result of work both in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Ilham, 2018). Employee performance is work performance or work results (output) both quality and quantity achieved by employees per period in carrying out their work duties by the responsibilities given. Performance is the results achieved by a person according to applicable standards, within a certain period, regarding work behavior and actions. Several opinions above can be concluded that employee performance is the result of work both in quality and quantity achieved by employees in carrying out their duties according to applicable standards, within a certain period (Suwatno & Priansa, 2018).

Apart from having good performance, employees also need guidance, and input and need a leader figure to work. Leaders in each company division can see directly the performance of their employees at work. Each division in the company has a leader whose job is to provide command and supervise the work of its employees. There are several types of leadership styles applied by a leader in leading his employees, one of which is the Transformational Leadership Style. Transformational Leadership involves consensus and developing intimate relationships between superiors and subordinates (Jung & Avolio, 1999). A leader who applies a transformational leadership style can inspire others to see the future with optimism, project an ideal vision, and communicate a vision that can be achieved (Syaifuddin, 2016). In the context of transformational leadership, leaders conceptualize a compelling vision and foster an environment that motivates employees to surpass conventional expectations, thereby instigating organizational change efforts (Sopiah et al., 2024). Apart from requiring leaders of each division to supervise the work of employees, companies are also required to develop values and systems that must be instilled by all employees to support their work. These values are called Organizational Culture. Organizational culture is the values and symbols that are understood and adhered to by all members of the organization (Pawirosumarto et al., 2017). Organizational culture is a term used to describe the shared experiences of people within a particular organization experience of their social environment. All organizations have a culture, although certain organizations can easily identify and have more (i.e., stronger) influence on personnel and customers than others. Organizational culture is built on firmly held beliefs about how the organization should run or operate (Arifin, 2017).

The application of the Transformational Leadership Style and Organizational Culture has a positive effect it can increase employee performance, but employee performance will be better and positive if employees also have high work motivation at work. (Jayaweera, 2015) defines motivation as a process that explains a person's strength, direction, and persistence in efforts to achieve goals. (Lubis & Hermanto, 2018) stated that in organizations, everyone is required to work with optimal work motivation because work motivation is the driving energy that makes a person work optimally. The higher a person's motivation, the higher the effort made to improve performance. This shows that work motivation greatly influences employee performance.

Hotel Aria Gajayana Malang and Hotel Aria Centra Surabaya are hotels located in Malang City and Surabaya City. This hotel, which is a 4-star hotel with an orange logo, has a very strategic location in the center of the city, both Hotel Aria Gajayana Malang and Hotel Aria Centra Surabaya. These hotels are slowly starting to recover after facing the Covid 19 pandemic which has hit all over the world. Entering the endemic period, Hotel Aria Gajayana and Hotel Aria Centra Surabaya have started to return to normal by accepting guests from anywhere and there are no longer any health protocol restrictions like before.

Good employee performance cannot be separated from the leadership role at the Aria Gajayana Hotel and Aria Centra Hotel Surabaya. The performance of Aria Group hotel employees based on the rating assessment has shown generally good grades. However, there are still shortcomings at the Aria Group Hotel based on the assessments of hotel visitors who rated the Aria Group Hotel via Google with a rating of 3 stars and below. The majority of them highlighted employee performance, in this case, employee service to hotel guests, less than optimal cleanliness of rooms and hotel corridors, lack of maintenance of supporting facilities used by guests, and the appropriateness of the food served in the hotel restaurant.

Table 1. Hotel Disadvantages Based on Guest Reviews

Hotel Aria Gajayana Malang		Hotel Aria Centra Surabaya	
Aspect	Qty	Aspect	Qty
Service	10	Service	12
Cleanliness	3	Cleanliness	4
Hotel facility	5	Hotel facility	2
Parking access	2	Parking access	2

Table 1 shows the shortcomings of the Aria Group Hotel by taking guest reviews via Google with a sample of 20 reviews for each hotel. Based on these reviews, the majority of guests who gave reviews highlighted that the service at the hotel was less than optimal. Hotel employees who are still slow in handling guest complaints, errors in communication between employees and guests, and employees who are less friendly in dealing with guests who are complaining are indications that guests are highlighting the hotel's services which are still lacking. Other aspects such as

cleanliness also highlight hotel rooms, hotel bathrooms, meeting places, and the quality of hotel food and drinks. In terms of facilities, there are still problems such as damage to guest support facilities, and less than optimal facilities used. There has been a lot of research related to transformational leadership style on employee performance in the hotel industry. However, no one has conducted research using organizational culture and work motivation variables. The novelty of this research is to identify problems related to employee performance through Transformational Leadership Style with Organizational Culture, and work motivation as a mediating variable. The contribution of these findings can help management map the problems that exist within the company so that they can carry out maximum evaluations. Leaders are advised to also develop programs that support their efforts to improve the competence of their employees, and leaders also consider using the good input that has been proposed. by its employees to improve organizational performance.

Based on this description, the research intends to test how work motivation and organizational culture mediate the relationship between transformational leadership style and employee performance among Hotel Aria Group employees. Based on the explanation that has been given, researchers are interested in testing the influence of Transformational Leadership Style on employee performance with Work Motivation and organizational culture as intervening variables. This research focuses on employees of the Aria Gajayana Hotel, Malang and the Aria Centra Hotel, Surabaya. The hypothesis built is as follows:

- H1: There is a positive and significant influence of transformational leadership style on employee performance
- H2: here is a positive and significant influence of the transformational leadership style on organizational culture
- H3: here is a positive and significant influence of the transformational leadership style on work motivation
- H4: There is a positive and significant influence of work motivation on employee performance
- H5: There is a positive and significant influence of organizational culture on employee performance
- H6: There is a positive and significant influence of organizational culture on work motivation
- H7: There is a positive and significant influence of the transformational leadership style on employee performance through Work Motivation
- H8: here is a positive and significant influence of the transformational leadership style on employee performance through organizational culture

B. Methods

This research uses quantitative methods and uses an Explanatory Research approach. Quantitative testing is an exploration system from a positivist perspective to test hypotheses that have been determined by examining populations or samples

using research instruments to collect data and testing quantitative statistical data (Sugiyono, 2014) . The analysis technique used is path analysis using the IBM SPSS application. In this research, there are variables separated into 3 classifications, namely the independent variable (Transformational Leadership Style), the mediating variable (Work Motivation and Organizational Culture), and the dependent variable (Employee Performance).

The population in this study were employees of the Aria Gajayana Hotel and Aria Centra Hotel Surabaya. In this research, the sample selection procedure used Proportionate Random Sampling. The determination of sample size in this study uses the Slovin formula with the calculations below.

$$n = \frac{146}{1 + 146(0,05)^2}$$
$$n = 107$$

Based on the calculation results above, Information was collected through distributing questionnaires at the Hotel Aria Grup obtained a total of 107 respondents. Data were analyzed using path analysis and Sobel test. Validity tests are often used to determine the accuracy of questionnaire items used to measure (Ghozali, 2011). The reliability test in this research serves to determine the level of reliability of the instrument used, and whether it is reliable and can measure respondents' answers consistently. It is said to be reliable if the answer that appears is the same when the same data appears several times. To make it easier to test the reliability of instruments in this research, researchers used SPSS for Windows. An instrument is said to be reliable if the Cronchbach's Alpha value is greater than 0.60 and vice versa if there is an instrument that has a score below 0.60 then the instrument is not reliable (Ghozali, 2011).

According to (Ghozali, 2011), the normality test aims to test whether, in the regression model, confounding or residual variables have a normal distribution. A good regression model has residual values that are normally distributed. A good regression model has a normal or close-to-normal data distribution. Ghozali, (2011) states "The Heteroskedasticity Test aims to test whether, in the regression model, there is inequality of variance from the residuals of one observation to another observation. One way that can be used to determine whether there are symptoms of Heteroscedasticity is to look at the Scatter Plot graph. If there is a certain pattern such as dots that form a certain regular pattern, this indicates that heteroskedasticity has occurred. If there is no clear pattern then there are no symptoms of Heteroscedacity.

According to (Sugiyono, 2014), path analysis is the result of the development of regression statistics. Causal relationships between variables can be examined using path analysis. The following are the stages of path analysis: 1. Create a theoretical design model based on existing literature, and 2. Formulate hypotheses and

structural equations.

The Sobel test is used to see whether the mediating variables (Work Motivation & Organizational Culture) are significantly capable of being mediating variables in the relationship between Transformational Leadership Style and Employee Performance. The Sobel test was carried out to test the indirect effect of intervening variables. In using the Sobel test, the calculation will use a technique by (Baron & Kenny, 1986), namely multiplying the direct effect of the independent variable and the mediator variable (a) by the direct effect of the mediator variable and the dependent variable (b). Then the result is the indirect influence of the independent variable on the dependent variable through the mediator variable.

C. Results and Discussion

Path Analysis

Path analysis was carried out to find out the extent of the role of the mediating variables between the independent variable and the dependent variable. In model 1, this path analysis will test whether the Transformational Leadership Style and Organizational Culture variables can influence work motivation at Aria Group Hotels. Model 2 tests the influence of transformational leadership style on organizational culture and model 3 tests the influence of transformational leadership style, work motivation, and organizational culture on employee performance.

- a. Model Equation 1 Transformational Leadership Style Organizational Culture on Work Motivation

Table 2 Results of the Influence of Variables X and Z2 on Variable Z1

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model		B	Std. Error	Beta				
1	(Constant)	11.592	2.793		4.150	.000		
	Transformational Leadership Style	.299	.070	.469	4.268	.000	.437	2.290
	Organizational Culture	.124	.056	.245	2.225	.028	.437	2.290

a. Dependent Variable: Work Motivation

b. Structural Similarities of 2 Transformational Leadership Styles on Organizational Culture

Table 3. Results of the Influence of X on Variable Z2

		Coefficients ^a				Collinearity Statistics		
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
Model	B	Std. Error	Beta					
1	(Constant)	20.231	4.463		4.533	.000		
	Transformational Leadership Style	.941	.081	.751	11.640	.000	1.000	1.000

a. Dependent Variable: Organizational Culture

c. Structural Similarities of 3 Transformational Leadership Styles, Work Motivation and Organizational Culture on Employee Performance

Table 4. Results of the Influence of X, Z1, and Z1 on Variable Y

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients	Standardized Coefficients			
Model		B	Std. Error	Beta		
1	(Constant)	3.360	2.619		1.283	.202
	Organizational Culture	.160	.050	.302	3.227	.002
	Work Motivation	.587	.085	.563	6.893	.000
	Transformational Leadership Style	.007	.066	.011	.108	.914

a. Dependent Variable: Employee Performance

Sobel Test

a. The Influence of Transformational Leadership Style on Employee Performance through Work Motivation

The first process in testing indirect influence is to carry out calculations using the formula used by Baron & Kenny (1986) as follows.

$$ab = a \times b$$

$$ab = 0,469 \times 0,563$$

$$ab = 0,264$$

Next, calculate the Standard Error (Sab) using the formula by Sobel (1982) as follows.

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{0,563^2 0,070^2 + 0,469^2 0,085^2 + 0,070^2 0,085^2}$$

$$Sab = \sqrt{0,003177}$$

$$Sab = 0,056$$

The final step is to calculate the t test as follows.

$$t = \frac{ab}{sab}$$

$$t = \frac{0,264}{0,056}$$

$$t = 4,71$$

b. The Influence of Transformational Leadership Style on Employee Performance through Organizational culture

The first process in testing indirect influence is to carry out calculations using the formula used by Baron & Kenny (1986) as follows.

$$ab = a \times b$$

$$ab = 0,751 \times 0,302$$

$$ab = 0,226$$

Next, calculate the Standard Error (Sab) using the formula by Sobel (1982) as follows.

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{0,302^2 0,081^2 + 0,751^2 0,050^2 + 0,081^2 0,050^2}$$

$$Sab = \sqrt{0,002024}$$

$$Sab = 0,044$$

The final step is to calculate the t test as follows.

$$t = \frac{ab}{sab}$$

$$t = \frac{0,226}{0,044}$$

$$t = 5,13$$

c. The Influence of Transformational Leadership Style on Employee Performance at Aria Group Hotels

Based on the results of hypothesis testing via the IBM SPSS application, it is known that the significance value between the influence of Transformational Leadership Style on Employee Performance shows a value of 0.914, which means the value is greater than 0.05, so this result shows that H0 is accepted and H1 is rejected, so there is a positive influence and There is no significant relationship between Transformational Leadership Style and Employee Performance at Aria Group Hotels. Based on the results of the Transformational Leadership Style Variable on Employee Performance, it is known that there is a Beta coefficient value of 0.011, so it is concluded that the Transformational Leadership Style does not influence Employee Performance.

The results of this research are in line with research conducted by (Prabowo et al., 2018) that leaders who apply the Transformational Leadership Style do not influence employee performance. Research conducted by (Lee & Hidayat, 2018) states that employee performance will remain stable and not be affected if company leaders have the character to implement a Transformational Leadership Style. The results of a study conducted by (Taufik Wibisono et al., 2022) show that the higher the leader's implementation of the Transformational Leadership Style, the less influence it will have on employee performance in the company.

The Influence of Transformational Leadership Style on Organizational Culture at Aria Group Hotels

Based on the results of hypothesis testing via the IBM SPSS application, it is known that the significance value between the influence of Transformational Leadership Style on Organizational Culture shows a value of 0.000, which means the value is smaller than 0.05, so this result shows that H0 is rejected and H2 is accepted, so there is a positive influence and significant relationship between Transformational Leadership Style and Organizational Culture at Aria Group Hotels. Based on the results of the Transformational Leadership Style Variable on Organizational Culture, it is known that there is a Beta coefficient value of 0.751, so it can be concluded that Transformational Leadership Style influences Organizational Culture at 0.751.

The results of this research are in line with research conducted by (Hartawan et al., 2021) that the Transformational Leadership Style can have a positive effect so that it can improve the company's Organizational Culture, in line with the study conducted by (Lutfi, 2018) that a strong Organizational Culture is caused by one factor, namely application of the Transformational Leadership Style.

The Influence of Transformational Leadership Style on Work Motivation at Aria Group Hotels

Based on the results of hypothesis testing via IBM SPSS, there is a significance value of 0.000, which means it is smaller than 0.05, so H0 is rejected and H3 is accepted, with these results stating that the Transformational Leadership Style has a positive and significant effect on Work Motivation at the Aria Group Hotel. Based on the results of the Transformational Leadership Style Variable on Work Motivation, it is known that there is a Beta coefficient value of 0.469, so it is concluded that the Transformational Leadership Style influences work motivation by 0.469.

The results of this research are in line with research published by (Putra & Dewi, 2019) that the application of a good Transformational Leadership Style can increase employee work motivation at work, in line with research conducted by (Pamungkas et al., 2022) which has research results that the better the leader is at implementing The Transformational Leadership Style means the better the employee's work motivation at work. In line with research conducted by (Yanto & Aulia, 2021) , one of the factors in increasing employee motivation is the leadership approach that applies the Transformational Leadership Style to lead employees at work.

The Influence of Work Motivation on Employee Performance at Aria Group Hotels

Based on the results of hypothesis testing via the IBM SPSS application, it is known that the significance value between the influence of Work Motivation on Employee

Performance shows a value of 0.000, which means the value is smaller than 0.05, so this result shows that H0 is rejected and H4 is accepted, so there is a positive and significant influence between Work Motivation on Employee Performance at Aria Group Hotels. Based on the results of the Work Motivation Variable on Employee Performance, it is known that there is a Beta coefficient value of 0.563, so it can be concluded that Work Motivation influences Employee Performance by 0.563.

The results of this research are in line with the study published by (Paais & Pattiruhu, 2020) that high work motivation can improve employee performance. In line with research conducted by (Pallawagau, 2021) one factor in increasing employee performance is increasing employee work motivation. The results of research conducted by (Irwan et al., 2020) state that work motivation has positive and significant results on employee performance.

The Influence of Organizational Culture on Employee Performance at Aria Group Hotels

Based on the results of hypothesis testing via the IBM SPSS application, it is known that the significance value between the influence of Organizational Culture on Employee Performance shows a value of 0.002, which means the value is smaller than 0.05, so this result shows that H0 is rejected and H5 is accepted, so there is a positive and significant influence between Organizational Culture on Employee Performance at Aria Group Hotels. Based on the results of the Organizational Culture Variable on Employee Performance, it is known that there is a Beta coefficient value of 0.302, so it can be concluded that Organizational Culture influences Employee Performance of 0.302.

The results of this research are in line with research conducted by (Simbolon & Priyonggo, 2022) which states that Organizational Culture is an important factor in improving Employee Performance at work, in line with research conducted by (Mubarok, 2019) that the implementation of a strong Organizational Culture to support employee workable to improve employee performance in a company.

The Influence of Organizational Culture on Work Motivation at Aria Group Hotels

Based on the results of hypothesis testing via IBM SPSS, there is a significance value of 0.028, which means it is smaller than 0.05, so H0 is rejected and H6 is accepted, with these results stating that Organizational Culture has a positive and significant effect on Work Motivation at the Aria Group Hotel. Based on the results of the Organizational Culture Variable on Work Motivation, it is known that there is a Beta coefficient value of 0.245, so it is concluded that Organizational Culture influences work Motivation of 0.245.

The results of this research are in line with research conducted by (Yanto & Aulia, 2021) that organizational culture has a positive and significant effect on employee work motivation. In line with research conducted by (Putra & Dewi, 2019) one factor in high employee work motivation is the strong organizational culture in the company. Research conducted by (Wahjoedi, 2021) revealed that the stronger the implementation of Organizational Culture in a company, the greater the employee's work motivation to carry out their work.

The Influence of Transformational Leadership Style on Employee Performance through Work Motivation at Aria Group Hotels

Based on the results of hypothesis testing via IBM SPSS, there is a significance value of 0.028, which means it is smaller than 0.05, so H₀ is rejected and H₆ is accepted, with these results stating that Organizational Culture has a positive and significant effect on Work Motivation at the Aria Group Hotel. Based on the results of the Organizational Culture Variable on Work Motivation, it is known that there is a Beta coefficient value of 0.245, so it is concluded that Organizational Culture influences work Motivation of 0.245.

The results of this research are in line with research conducted by (Yanto & Aulia, 2021) that organizational culture has a positive and significant effect on employee work motivation. In line with research conducted by (Putra & Dewi, 2019) one factor in high employee work motivation is the strong organizational culture in the company. Research conducted by (Wahjoedi, 2021) revealed that the stronger the implementation of Organizational Culture in a company, the greater the employee's work motivation to carry out their work.

The Influence of Transformational Leadership Style on Employee Performance through Organizational Culture at the Aria Group Hotel.

The results of calculating the Sobel test value show that the calculated t value is 5.13 and this value is greater than the t table value of 1.98. This means that the Organizational Culture variable can become a significant mediating variable on the influence of Transformational Leadership Style on Employee Performance at the Aria Group Hotel. So Hypothesis 8 is therefore accepted. Based on the results of this analysis, the leadership at the Aria Group Hotel who uses the Transformational Leadership Style approach is a driving force for strengthening the organizational culture embedded in the Aria Group Hotel, so that this can improve employee performance in working at the Aria Group Hotel.

The results of this research are in line with research conducted by (Risianto et al., 2018) that Transformational Leadership Style has a positive and significant effect on Employee Performance through Organizational Culture as a mediating variable. In line with research conducted by (Hartawan et al., 2021) Organizational Culture as a

mediating variable can strengthen the influence of Transformational Leadership Style on Employee Performance. In line with research findings conducted by (Lutfi, 2018) Organizational Culture can mediate the influence of Transformational Leadership Style on Employee Performance.

D. Conclusions

Based on the data that has been processed and analyzed in this research, there are conclusions from the results of this research, namely: (1) Transformational Leadership Style does not have a positive and significant effect on employee performance at the Aria Group Hotel. This concludes that the application of the Transformational Leadership Style by Hotel Aria Group superiors has not been able to improve employee performance at Hotel Aria Group. (2) Transformational Leadership Style has a positive and significant effect on Organizational Culture at Aria Group Hotels. This states that the application of the Transformational Leadership Style by Hotel Aria Group superiors can strengthen the Organizational Culture that has existed at Hotel Aria Group. (3) Transformational Leadership Style has a positive and significant effect on Work Motivation at Aria Group Hotels. This concludes that the application of the Transformational Leadership Style by Hotel Aria Group superiors can increase employee work motivation in working at Hotel Aria Group. (4) Work Motivation has a positive and significant effect on Employee Performance at Aria Group Hotels. This indicates that employees at the Aria Group Hotel who have high motivation can improve their performance in working at the Aria Group Hotel. (5) Organizational culture has a positive and significant effect on employee performance at Aria Group Hotels. This concludes that the implementation of a strong organizational culture at the Aria Group Hotel can have a positive influence on employee performance at the Aria Group Hotel. (6) Organizational culture has a positive and significant effect on employee work motivation at Aria Group Hotels. This indicates that a strong organizational culture at the Aria Group Hotel can increase employee work motivation in working at the Aria Group Hotel. (7) Work Motivation can mediate the relationship between Transformational Leadership Style and Employee Performance at Aria Group Hotels. This concludes that high employee work motivation at Aria Group Hotels can strengthen the relationship between Transformational Leadership Style and Employee Performance at Aria Group Hotels. (8) Organizational Culture can mediate the relationship between Transformational Leadership Style and Employee Performance at Aria Group Hotels. This concludes that a strong organizational culture embedded in Aria Group Hotels can strengthen the relationship between Transformational Leadership Style and Employee Performance at Aria Group Hotels.

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