

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

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ABSTRACT

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

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Keywords: *transformational leadership, organizational culture, employee job satisfaction.*

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