

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND WORK ENVIRONMENT ON EMPLOYEES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE

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ABSTRACT

The purpose of this research was to find out and obtain information related to the influence of leadership style, work environment and motivation on employees' performance at Abadi Hotel Jogja. The sample of this research was employees from Abadi Hotel Jogja. Researchers distributed 100 questionnaires to respondents and 76 questionnaires were filled out correctly by employees. The analytical tool used in this study is multiple linear regression. The results of the research prove that leadership style has a positive effect on employees' motivation and performance. The work environment has a positive effect on employees' motivation and performance. Leadership style and work environment have a positive effect on employees' performance through motivation

***Keywords:** transformational leadership style, work environment, motivation, employees' performance and hotel*

ABSTRAK

Tujuan penelitian ini adalah untuk mengetahui dan memperoleh informasi terkait pengaruh gaya kepemimpinan, lingkungan kerja dan motivasi terhadap kinerja pegawai pada Abadi Hotel Jogja. Sampel penelitian ini adalah pegawai dari Abadi Hotel Jogja. Peneliti membagikan 100 kuesioner kepada responden dan 76 kuesioner diisi dengan benar oleh pegawai. Alat analisis yang digunakan dalam penelitian ini adalah regresi linier berganda. Hasil dari penelitian membuktikan bahwa gaya kepemimpinan berpengaruh positif terhadap motivasi dan kinerja karyawan. lingkungan kerja berpengaruh positif terhadap motivasi dan kinerja karyawan. Gaya kepemimpinan dan lingkungan kerja berpengaruh positif terhadap kinerja karyawan melalui motivasi

***Kata kunci:** gaya pemimpin transformasional, lingkungan kerja, motivasi, kinerja karyawan, hotel*

1. Background of the Study

How great is the advancement of technology and the development of information, it will be difficult for the organization to achieve its goals without human resources. If the human resources are good and what is needed is fulfilled, the employee performance will increase. Many factors influence the improvement of employee performance, including work environment, transformational leadership style, motivation, and employee performance.

To manage the organization to remain consistent with the goals of the organization, a leader is needed because leadership is an important part of improving the performance of employees. According to Stoner (1996), transformational leadership style is a variety of behavior pattern preferred by leaders in the process of directing and influencing workers. Mulyadi and Rivai (2009) mentioned that leaders in their leadership era need to think as well as to demonstrate leadership styles. Ivansevich et al. (2008) stated that leadership is the ability to use the influence of the environment or situation of the organization, to produce a meaningful effect and environment impact on the achievement of challenging objectives.

The work environment in an organization or company is very important to be considered by management. Although the work environment does not carry out the production process in a company, the work environment has a direct influence on employees who carry out the production process. The work environment is an atmosphere where employees conduct activities every day.

The work environment is generally determined by six dimensions: responsibility, coordination, team spirit, reward, standards and organizational clarity Timpe and Dalle (1999). Work environment is able to create motivation and reward if it is supported by nine factors: core values of the organization, leadership, employee aspirations, achievement, recognition, development, and role of work design, quality of work life, balance at the work and talent management Armstrong (2009). According to Barry et al. (2001), the work environment is the physical environment where employees' work affect the performance, security, and quality of their working lives.

A healthy and good work environment will affect the work comfort of employees. If employees feel comfortable at work, it can be ascertained that performance will increase. Employee performance is one of the mandatory aspects to be considered by a company because the performance of the employee requires the organization to achieve its goals Surbakti and Suharnomo (2013). The term performance is elaborated as the ultimate ability of an individual employee to use its knowledge and skills efficiently and effectively. According to the research, the performance of employees is strictly related to his/her physical and academic profile Dvir et al. (2014). The performance of employees is the result of a planned process in a specific job at the time and place of the employee and the organization concerned according to Mangkuprawira et al. (2007).

Motivation is a cause that distributes and supports human behavior that they work hard and are enthusiasts to achieve optimal results (Hasibuan, 2007).

Therefore, motivation is very important in human life because with motivation people can push the limits of their minds and achieve something they need and want. Handoko and Hani (2003) stated that work motivation is an individual's personal circumstances that encourage the willingness of individuals to perform certain activities in order to achieve a goal. According to Malthis and Jackson (2006), motivation is a desire in a person that causes the person acts.

2. Literature Review

2.1 Transformational Leadership Style

According to Stoner (1996), leadership style is a variety of behavior pattern preferred by leaders in the process of directing and influencing workers. Ivansevich and Matteson (2008) stated that leadership is the ability to use the influence of the environment or situation of the organization to produce a meaningful effect and environment impact on the achievement of challenging objectives.

2.2 Work Environment

The work environment is one of the most important things in supporting the motivation of nurse while in the hospital. As mentioned by Rahmawati et al. (2014) creating a good working environment atmosphere is by creating good relationships/interactions among employees so that the working atmosphere created will be more comfortable and harmonious. As a result, employees will have more spirit to improve their performance. Saydam (2000) interpreted the work environment as "the entire work infrastructure that is around employees who are doing the work that can affect the work itself".

2.3 Motivation

According to Rivai (2004), motivation is a set of attitudes and values that affect the individual to achieve the specific goals in accordance with the individual goals. Motivation is the driving force which leads individuals to want to act, perform, or do something without pressure or manipulation (Smith et al., 2015).

2.4 Performance

According to Mangkunegara (2000), performance is the result of the quality and quantity achieved with the responsibility given to it. The factors that affect performance achievement are the factors of ability and motivation. According to Rivai (2004), performance is a function of motivation and ability. To accomplish a person's task or job should have a certain degree of willingness and level of ability.

2.5 Hypothesis Testing

Leadership style has an impact to motivation According to Lin, & Chuang (2014), The correlations between the above two leadership styles and the learning motivation of students are both “moderate to a good relationship” (Hanifah et al, 2014). Then, it seems obvious that there is a significant relationship between the leadership style and motivational work practiced by PT. Pelni (Elqadri et al, 2015). The value of the multiple correlation coefficient of $R = 0,985a$. It indicated that the degree of correlation between leadership style and motivation is very strong. According to Turang et al. (2015),

leadership style has a significant influence partially on motivation in PT. Dayana Cipta. According to Febiningtyas and Ekaningtias (2014), the test result of the effect of leadership variable on motivation showed that the leadership variable has a significant effect on motivation with the significance value.

H1: *There is a significant relation between transformational leadership style and motivation.*

Work environment impacts on motivation according to Renah, and Setyadi (2014) It can be concluded that there is a significant effect between Working Environment and Working Motivation. According to Muchtar (2016), simultaneously the motivation significantly influence motivation. According to Aluf et al. (2017), the empirical result indicated that the work environment has a positive and significant effect on motivation. According to Musriha (2011), the work environment significantly influences the motivation of cigarette rollers in Kudus District, Central Java Province. According to Mangkunegara (2016), work environment has a significant effect on physicians' motivation at X hospital.

H2: *There is a significance relation between work environment and motivation.*

Leadership style has an impact on employee performance (Hanifah et al. 2014). There is a significant relationship between leadership style on employees having improved the performance of all employees within the company. According to Nawaz (2017), leadership style related to employee

performance both styles have a significant impact on individual performance. According to Lumbasi et al. (2016), the study established a significant positive effect between application of participative leadership style and the performance of the employee. According to Turang et al. (2015), leadership style has a significant influence partially on employee performance in PT. Dayana Cipta. According to Febiningtyas and Ekaningtias (2014), the first hypothesis is accepted that leadership affects employee performance with the significance value.

H3: *There is a significant relation between transformational leadership style and employee performance.*

Work environment impacts on employee performance Muchtar (2016). Partially working environment significantly influences the performance of employees at University of PGRI Ronggolawe Tuban. According to Riyanto et al, (2017), the work environment has the greatest relationship or most closely related to employee performance. According to Putra and Sari (2017), the results of the study showed significant results that the work environment affects employee performance. According to Taty and Basir (2016), work environment has a direct and significant influence on employee performance. According to Mangkunegara (2016), work environment has a significant effect on physicians' performance at X hospital.

H4: *There is a significance relation between work environment and employee performance.*

Motivation impacts on employee performance Mangkunegara (2016). Motivation has a significant effect on physicians' performance at X hospital. According to Turang et al. (2015), motivation has a significant influence partially on employee performance in PT. Dayana Cipta. According to Renah and Setyadi (2014), it can be concluded that there is a significant effect between working motivation and performance. According to Musriha (2011), the job motivation significantly affects the job performance of cigarette rollers in Kudus District, Central Java Province. Aluf et al, (2017) stated that motivation has a positive and significant effect on their performance.

H5: There is a significant relation between motivation and employee performance.

According to Hanifah et al. (2014), there is a significant relationship between leadership style on employees having improved the performance and motivation of all employees within the company. According to Nawaz (2017), there is a need of shared leadership styles which contains the mixture of attributes of both styles to motivate and encourage their employees. Elqadri et al. (2015) stated that degree of correlation between leadership style and motivation on employee performance is very strong. According to Almer et al. (2017), this study showed significant, concluding that leadership style and motivation directly influence the performance of employees of PT. Star Finance Dipo. Turang et al. (2015) stated that leadership style and motivation have significant influence simultaneously on employee performance in PT. Daya Cipta.

H6: *There is a significant relation between transformational leadership style and employee performance through motivation.*

The work environment has a positive influence on employee performance through motivation Muchtar (2016). Simultaneously the motivation and the working environment significantly influence employee performance. According to Renah and Setyadi (2014), there is a significant influence between the work environment and work motivation on employee performance. The positive coefficient showed a positive relationship. According to Mangkunegara (2016), motivation and work environment have a significant effect simultaneously on physicians' performance at X hospital. According to Aluf et al. (2017), the empirical result indicated that motivation and work environment have a positive and significant effect on their performance. Based on Riyanto et al. (2017), the correlation between the work environment and motivation has a significant effect on employee performance.

H7: *There is a significant relation between work environment and employee performance through motivation.*

3. Research Methodology

This study uses quantitative methods to examine primary data gathered from the Hotel Industry. This research was conducted at Abadi Hotel Jogja by Tritama Hospitality with the address on Jl. Ps. Kembang No.49, Sosromenduran, Gedong Tengen, Yogyakarta City, Special Region of Yogyakarta 55271. The study was conducted at Abadi Hotel Jogja employees

by Tritama Hospitality by distributing questionnaires to 100 copies, but only 76 questionnaires were re-stated. After the data collection, the data analysis was then carried out. The analysis used a path, to determine the effect of transformational leadership style and environment on employee performance through work motivation.

3.1 Data Analysis

Validity and Reliability test will be conducted in this research. Validity test will be used by the researcher to find out the extent to which the measuring instrument precision and accuracy in performing the functions of measurement. In addition, reliability test will be used by the researcher to measure the stability and consistency of the instrument.

3.2 Technique (Method) Data Collection

Data collection techniques used in this study to collect data needed by researchers through two research stages are:

1. Library Research

Literature study is used to collect secondary data from companies, theoretical foundations, and information related to this research by means of documentation. The study was conducted, among others, by collecting data sourced from the literature, lecture material, and other research results that have to do with the object of research. This is done to get additional knowledge about the problem being discussed.

2. Field Research

In this study, the researcher collects the data needed by making direct observations of the company concerned, both through observation/observation, interviews and questionnaires to employees. Field research is carried out by:

1. Observation

Observation is a way of collecting data by conducting direct observations of an object in a given period and holding a systematic recording of certain things observed. This activity is carried out when the researcher takes to the field to observe the behavior and activities of individuals at the research site and then record all activities that occur in the research location (Moleong, 2013).

2. Interview

Interviews are a way of collecting data by asking questions directly by the interviewer (interviewer) to the interviewees (interviewee) who provide answers to the question. This technique is used to hold communication with research sources so that researchers obtain the necessary data. Interview techniques in qualitative research are in-depth interviews where the data obtained is primary data that is data that directly comes from the subject of research through a series of questions and answers with the parties concerned with the subject matter (Moleong, 2013).

3. Questionnaire

A questionnaire is a technique of collecting data by giving a set of questions and written statements to the respondent to answer. Questionnaires are efficient data collection techniques if researchers know for sure the variables to be measured and know what can be expected from the respondents is quite large and spread over a wide area. Questionnaires can be closed or open questions can be given directly to respondents (Sugiyono, 2009). The weights used in each statement are:

1. Strongly agree
2. Agree
3. Neutral
4. Don't agree
5. Strongly disagree

3.3 Hypothesis Testing

- a) The constant value of 1.921 if the transformational leadership style variable (X_1), and work environment (X_2) value is fixed or equal to zero (0), then work motivation is 1.921.
- b) The transformational leadership style variable (X_1) has a Beta coefficient of 0.447. This variable has a positive effect on work motivation, with a Beta coefficient of 0.447 which means that if the transformational leadership style variable increases by 1 unit, then work motivation will increase by 0.447 units with assumption that the work environment variable (X_2) is in a constant condition. With this

positive influence, it means that between the variables of transformational leadership style and work motivation show a unidirectional relationship. This means that if the transformational leadership style variables are getting better results work motivation will increase, and vice versa. If the variable of transformational leadership style gets worse then work motivation will decrease.

c) The working environment variable (X_2) has a Beta coefficient of 0.336. This variable has a positive influence on work motivation, with a Beta coefficient of 0.336, meaning that if the work environment variable increases by 1 unit, work motivation will increase by 0.336 units with an assumption that the transformational leadership style variable (X_1) is in a constant condition. With this positive influence, it means that between work environment variables and work motivation show a unidirectional relationship. This means that if the work environment variable increases well, work motivation also will increase, and vice versa. If the work environment variable gets worse then work motivation will decrease.

4. Data Analysis and Discussion

4.1 Validity and Reliability test

4.1.1 Validity test

The validity test used in the study was *product moment correlation techniques*. A question item is declared as valid if the value of $r_{\text{count}} > r_{\text{table}}$.

The research sample was 76, then the r table value was 0.1965. The results of the validity test can be seen in Table 4.1 up to Table 4.4

Table 4.1

Validity Test Results of Transformational Transformational Leadership

Style Variables

No	Indicator	Correlation	r tabel	Result
1	TLS1	0.661	0.226	Valid
2	TLS 2	0.710	0.226	Valid
3	TLS 3	0.805	0.226	Valid
4	TLS 4	0.794	0.226	Valid
5	TLS 5	0.729	0.226	Valid
6	TLS 6	0.841	0.226	Valid
7	TLS 7	0.727	0.226	Valid
8	TLS 8	0.722	0.226	Valid
9	TLS 9	0.713	0.226	Valid
10	TLS 10	0.610	0.226	Valid
11	TLS 11	0.670	0.226	Valid
12	TLS12	0.444	0.226	Valid

Source: Primary data processed, 2019

The results of the validity of the transformational leadership style variables as shown in Table 4.1 showed that 13 questions about transformational leadership style have a correlation coefficient value of 0.444 to 0.841. The value is above r table at a significance level of 5 percent that is equal to 0.226. It can be concluded that all questions in the transformational leadership style variable we declared valid.

Table 4.2

Test Results for Validity of Work Environment Variables

No	Indicator	Correlation	r tabel	Result
1	WE1	0.674	0.226	Valid
2	WE 2	0.682	0.226	Valid
3	WE 3	0.761	0.226	Valid
4	WE 4	0.663	0.226	Valid
5	WE 5	0.679	0.226	Valid

Source: Primary data processed, 2019

The results of the validity test of work environment variables as shown in Table 4.2 showed that 5 questions about the work environment have an anara correlation coefficient value of 0.663 to 0.761. The value is above r table at a significance level of 5 percent which is equal to 0.226. It can be concluded that all questions in the work environment variable are declared valid.

Table 4.3

Validity Test Results of Work Motivation Variables

No	Indicator	Correlation	r tabel	Result
1	MO1	0.628	0.226	Valid
2	MO2	0.625	0.226	Valid
3	MO3	0.677	0.226	Valid
4	MO4	0.665	0.226	Valid
5	MO5	0.516	0.226	Valid
6	MO6	0.669	0.226	Valid

Source: Primary data processed, 2019

The results of the validity test of work motivation variables as shown in Table 4.3 showed that 6 questions about work motivation have a correlation

coefficient value between 0.516 - 0.677. The value is above r table at a significance level of 5 percent which is equal to 0.226. It can be concluded that all questions in the work motivation variable are declared valid.

Table 4.4

Validity Test Results of Employee Performance Variables

No	Indicator	Korelasi	r tabel	result
1	EP 1	0.505	0.226	Valid
2	EP 2	0.771	0.226	Valid
3	EP 3	0.540	0.226	Valid
4	EP 4	0.350	0.226	Valid
5	EP 5	0.755	0.226	Valid
6	EP 6	0.644	0.226	Valid
7	EP 7	0.675	0.226	Valid
8	EP 8	0.740	0.226	Valid
9	EP 9	0.596	0.226	Valid
10	EP 10	0.606	0.226	Valid
11	EP 11	0.618	0.226	Valid
12	EP 12	0.670	0.226	Valid
13	EP 13	0.745	0.226	Valid
14	EP 14	0.622	0.226	Valid
15	EP 15	0.719	0.226	Valid

Source: Primary data processed, 2019

The results of the test of employee performance variable validity as shown in Table 4.4 showed that 15 questions about employee performance

have an correlation coefficient value of 0.350 - 0.771. The value is above r table at a significance level of 5 percent which is equal to 0.226. It can be concluded that all questions in the employee performance variable are declared valid.

4.1.2 Reliability Test

Reliability test is a test to see the consistency of respondents' answers to questions in the questionnaire. In this study, reliability testing was carried out with the help of the SPSS 20 program through the *Cronbach Alpha* test. According to Arikunto, the variable is said to be reliable if it has a Cronbach Alpha value > 0.60. The reliability test results of the research instruments can be seen in Table 4.5 below.

Table 4.5
Questionnaire Reliability Test Results

Variables studied	Reliability coefficient	Minimum Limit Value	Result
Transformational Leadership Style	0,907	0,6	Reliable
Work Environment	0,725	0,6	Reliable
Work Motivation	0,690	0,6	Reliable
Employee Performance	0,873	0,6	Reliable

Source: Primary data processed, 2019

The results of reliability testing on the four variables namely performance, work motivation, work environment, and transformational leadership style showed *Cronbach Alpha* values which are greater than 0.6 so that it can be concluded that the research instrument was reliable.

4.2. Path Analysis

Path analysis in this study used two stages of regression analysis. Stage I regression analysis is the influence of transformational leadership style and work environment on work motivation, and stage II regression analysis influences transformational leadership style, work environment and work motivation on employee performance.

a. Effect of Transformational Leadership Style and Work Environment on Work Motivation

The results of the summary results of multiple linear regression analysis influence the transformational leadership style and work environment on work motivation that can be shown in Table 4.15 as follows:

The equation model

$$Z = b_1X_1 + b_2X_2$$

The model I multiple linear regression results are as follows:

Table 4.15

Results of Multiple Linear Regression Model I

Variable	Beta coefficient	t count	Sig-t
(Constant)	1.921		
Transformational Leadership Style (X1)	0.447	4.331	0.000
Work Environment (X2)	0.336	3.259	0.002
Coefficient of Determination (R ²)	0,489		
F count	34,959		

Sig F	0,000		
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Source: Primary data processed, 2019

b. Effect of Transformational Leadership Style, Work Environment, and Work Motivation on Performance

The second multiple linear regression analysis was to determine the effect of transformational leadership style, work environment, and work motivation on performance. The results of the summary results of multiple linear regression analysis can be shown in Table 4.16 as follows:

The equation model

$$Y = a + b_3X_1 + b_4X_2 + b_5Z$$

Model II multiple linear regression results are as follows:

Table 4.16
Results of Model II Multiple Linear Regression

Variable	Beta	t count	Sig-t
(Constant)	0.232	0.558	0.579
Transformational Leadership Style (X ₁)	0.219	2.028	0.046
Work Environment (X ₂)	0.278	2.694	0.009
Work motivation (Z)	0.370	3.386	0.001
Coefficient of Determination (R)	0,561		
F count	30,562		
Sig F	0,000		

Source: Primary data processed, 2019

c. Effect of Transformational Leadership Style and Work Environment on Performance through Work Motivation

Path analysis is used to determine the indirect effect of transformational leadership style and work environment on performance through work motivation. To give an overview of the direct influence on each variable, it can be seen in the table below.

Table 4.17
Beta Value Direct, Indirect Effects and Total Influence

Variable	Motivation (Z)	Performance (Y ₂)
X ₁	0.447	0.219
X ₂	0.336	0.278
Z		0.370

Table 4.18
Indirect and Direct Effect

Variable	<i>Indirect Effect</i>	<i>Total Effect</i>
X ₁ → Z → Y	0.447 x 0.370 = 0.165	0,219+ 0,165 = 0.384
X ₂ → Z → Y	0.336 x 0.370 = 0,124	0.278+ 0,124 = 0.402

Table 4.19
Standard Deviation Value

Variable	Standard Deviation
X ₁ → Z (Sp1)	0.068
X ₂ → Z (Sp2)	0.073
Z → Y (Sp5)	0.141

Source: Primary data processed, 2019

4.3 Discussion of Research Results

Based on the results of multiple linear regression analysis, the model I showed that transformational leadership style variables have a positive and significant effect on work motivation. This means that the better the transformational leadership style that is perceived by employees, the work motivation will increase. Employees will feel motivation in working if they are led by leaders having a capability of providing motivational inspiration.

Based on the results of regression analysis model I it is found that the work environment has a positive and significant effect on the work motivation employees of Abadi Hotel Jogja by Tritama Hospitality. This means that the better the work environment the higher the work motivation of employees. The work environment is a factor that directly affects the employee motivation. A conducive work environment provides a sense of security and allows employees to work optimally. A clean and quiet work environment will provide comfort and pleasure. If the employee likes the work environment where he works, then the employee will feel at home in his workplace to carry out activities and complete his duties so that employee motivation will increase.

The results of the regression analysis found that the transformational leadership style has a significant positive effect on the employee performance. This means that the higher the transformational leadership style felt by Abadi Hotel Jogja employees by Tritama Hospitality the higher the employee's

performance. If seen from the weight value of direct influence (*Beta*) which is positive, it showed that the better the transformational leadership style, the higher the employee's performance at Abadi Hotel Jogja by Tritama Hospitality. Leadership is the ability to influence (persuade) other people to achieve goals enthusiastically. This is a human factor that binds as a group together and motivates them to achieve goals.

Transformational leadership style has a significant effect on the employee performance. Understanding leadership reflects the assumption that leadership involves a process of social influence. In this case, the influence is deliberately carried out by someone against others to structure activities and relationships within a group or organization. Effective leadership must give directions to the efforts of all workers in achieving organizational goals. Without leadership, relationships between individuals and organizational goals are weak. This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its goals.

The results of the regression analysis found that the work environment has a positive and significant effect on the performance of Abadi Hotel Jogja employees by Tritama Hospitality. This means that the better the work environment the higher the employee's performance. The work environment is a basic factor that must be considered and has a considerable role in every activity of the company.

The results of testing with path analysis can be seen that the Beta coefficient of motivation on employee performance is 0.370 with a p-value ($0.001 < 0.05$). This means that motivation has a direct and significant positive effect on employee performance. Thus the fifth hypothesis stating that work motivation influences performance is "acceptable".

The results of line linear regression analysis showed that the value of Z count = $2.4618 > Z$ count (1.96), this means the result is significant at the 0.05 significance level. Then, it can be concluded that transformational leadership style influences employee's performance through work motivation. The better the transformational leadership style felt by employees, the higher the work motivation of employees. Thus, this will improve their performance. The effect of work motivation on performance is that employees having a strong urge to work will contribute more effectively to the company than employees who are lazy to work. Employees who have high work motivation will easily follow the leader's instructions so that their performance will increase.

The results of line linear regression analysis showed that the value of Z count = $2.3114 > Z$ count (1.96), meaning this is significant at the 0.05 level of significance. Thus, it can be concluded that the work environment indirectly influences employee performance through work motivation. The better the work environment, the work motivation of employees will increase so that this will improve employee performance. The work environment is everything around the worker and can influence the employees in carrying out the tasks that he or she is responsible for. To increase productivity, the work

environment greatly affects performance because a good work environment will create an ease of implementation of tasks.

5. Conclusion and Recommendation

5.1. Conclusions

Based on the results of the analysis and discussion described in the previous chapter, the conclusions from this study are:

1. There is a positive impact of transformational leadership style on employee's motivation at Abadi Hotel Jogja by Tritama Hospitality. This means that the better the transformational leadership style, employee's performance will increase.
2. There is a positive influence on the work environment on employee's motivation Abadi Hotel Jogja by Tritama Hospitality. This means that the better the work environment, employee's performance will increase.
3. There is a positive effect of transformational leadership style on the employee's performance of Abadi Hotel Jogja by Tritama Hospitality. This means that the better the transformational leadership style, the employee's performance will increase.
4. There is a positive influence on the work environment on the employee's performance of Abadi Hotel Jogja by Tritama Hospitality. This means that the better the work environment, the employee's performance will increase.
5. There is a positive effect of work motivation on the employee's performance of Abadi Hotel Jogja by Tritama Hospitality. This means that the higher the work motivation, the employee's performance will increase.

6. The transformational leadership style has a positive influence effect on the employee's performance of Abadi Hotel Jogja by Tritama Hospitality with work motivation. This means that an increasingly good transformational leadership style will increase work motivation and in the end, the employee's performance of Abadi Hotel Jogja by Tritama Hospitality will also increase.
7. The work environment has a positive influence on the employee's performance of Abadi Hotel Jogja by Tritama Hospitality through work motivation. This means that the better working environment increases work motivation and in the end, the employee's performance of Abadi Hotel Jogja by Tritama Hospitality will also increase.

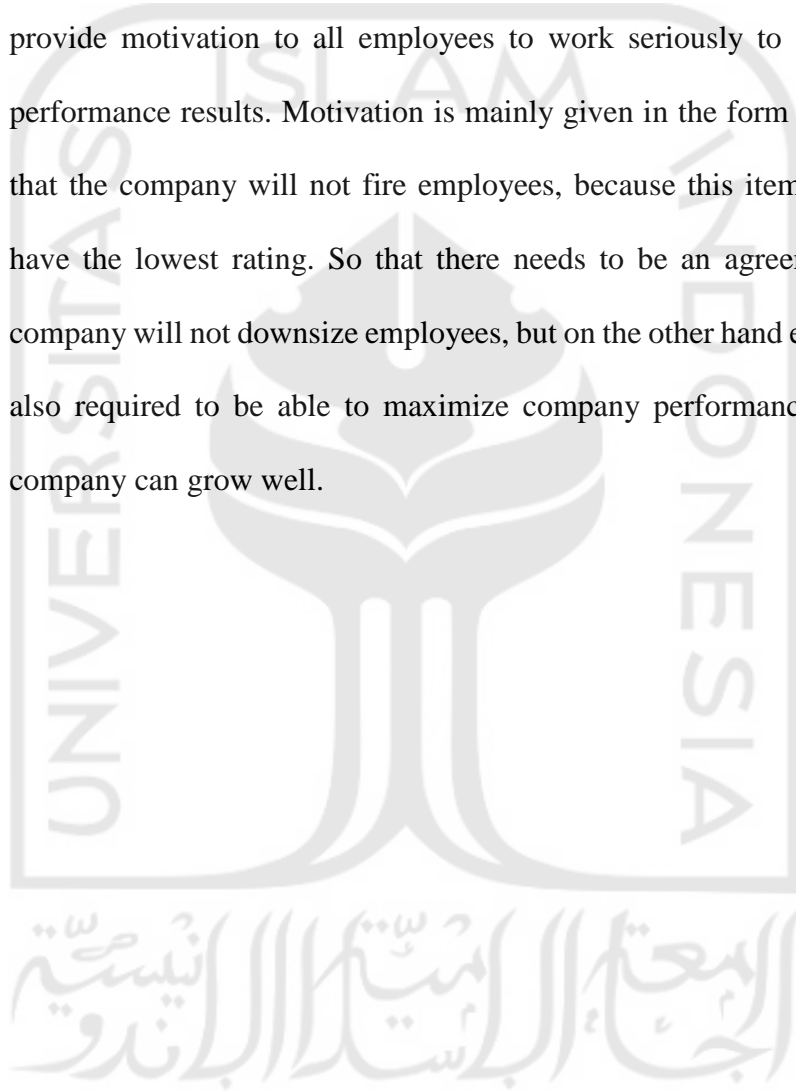
5.2. Suggestion

Based on the findings in this study, some suggestions can be recommended to several parties including:

1. Management of Abadi Hotel Jogja by Tritama Hospitality applies a transformational leadership style that can be accepted by all employees, especially on the indicator willing to encourage the development and growth of subordinates by providing attractive bonuses. This is important even though it is only a bonus, but such an award is needed by employees so that it is expected to increase the motivation of the greater workforce.
2. Management of Abadi Hotel Jogja by Tritama Hospitality creates a conducive employee work environment, especially on facilities and work

equipment. For this reason, the hotel should be able to improve work facilities and equipment to meet the hotel standards in general, considering that these facilities and equipment will be able to accelerate the work process so that employee performance will be more optimal.

3. Abadi Hotel Jogja management by Tritama Hospitality should always provide motivation to all employees to work seriously to achieve good performance results. Motivation is mainly given in the form of guarantees that the company will not fire employees, because this item is proven to have the lowest rating. So that there needs to be an agreement that the company will not downsize employees, but on the other hand employees are also required to be able to maximize company performance so that the company can grow well.



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