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# Transformational Leadership and Employee Satisfaction on Employee Loyalty: The Mediating Role of Employee Engagement

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## Abstract

**Research aims:** This study investigates employee loyalty among hospitality businesses despite improvements after the pandemic. It scrutinizes the influence of transformational leadership on employee satisfaction, engagement, and loyalty and assesses the mediating role of employee engagement.

**Design/Methodology/Approach:** A quantitative design was implemented, and data were collected employing a questionnaire circulated to 261 employees. Then, the accumulated data was investigated using the Smart PLS 3.2.9 application.

**Research findings:** The study highlights that transformational leadership affects employee loyalty while employee satisfaction does not. Employee engagement mediates the linkage between transformational leadership and employee satisfaction and loyalty. Employees need satisfaction to cover their turnover chances and remain loyal.

**Theoretical Contribution/Originality:** The study expands the existing literature concerning the role of transformational leadership and job satisfaction in reinforcing employee loyalty. This type of study is infrequently due to its significant focus on performance.

**Practitioners/Policy Implications:** Hotel business managers pay more attention to employee engagement in every activity. Accordingly, employee loyalty can be maintained, impacting hotel performance.

**Research Limitations/Implications:** This study was performed on the four-star hotels. Consequently, these results cannot be fully implemented in different businesses. Various further elaborations are required to make it applicable to different sectors.

**Keywords:** Transformational Leadership; Employee Satisfaction; Employee Engagement; Employee Loyalty

## Introduction

The hotel business is pivotal in the tourism industry, which has flourished in the last decade and is crucial to a country's economy. Besides, hotel services are perceived as a service encounter that centralizes intangible features (Hewagama et al., 2019) and is described

as a comprehensive activity helpful in strengthening the economy (Yao et al., 2019). The existing literature discussing hospitality is still limited in terms of methodical and exhaustive investigations, raising problems, i.e., human resources (henceforth HR) (Tsang & Hsu, 2011). Gradually, the hospitality business endeavors to attain proficient HR to deliver assistance that meets global standards (Astuti & Wahyuni, 2018). Consequently, it causes a shift or turnover in HR.

Studies regarding the transfer of hotel HR in Bali have yet to be explicitly conducted. However, many hotel employees change jobs after gaining work experience (Putra & Suwandana, 2020). High employee turnover is an interesting topic of discussion, and the exact cause has yet to be identified (Aristana et al., 2023; Stamolampros et al., 2019). Data collected from interviews with hotel employees who transferred jobs implies that the average hotel employee experienced changing jobs throughout their career. It shows employees constantly change places of work for various reasons in the hotel business in Bali. Employee turnover can discredit employee loyalty (henceforth EmL) and impact the existence and development of the business (Yao et al., 2019). After the COVID-19 pandemic, loyalty received more attention, considering most hotel employees experienced a job crisis.

Extensive studies are performed to scrutinize the reasons for EmL. In the traditional concept of HR strategy, loyalty is perceived as a modest linkage (Gaber & Fahim, 2018). In marketing studies, loyalty entails individual expectancies, stances, and conduct (Fernandes et al., 2020). The development of studies explains that EmL is determined by employee satisfaction (henceforth EmS) (Wolter et al., 2019) and employee engagement (henceforth EmE) (Gálvez-Ruiz et al., 2023; Habachi et al., 2023). When an organization increases EmS and facilitates EmE, it predicts EmL (Aristana et al., 2022; Meng & Berger, 2019; Yue et al., 2019; Zeffane & Melhem, 2017). However, studies on EmL must focus on the role of a leader in protecting employees (Book et al., 2019; Flores-Zamora & García-Madariaga, 2017; Wang et al., 2017). However, consistent results are found regarding the influence of leadership on EmL (Aristana et al., 2022), where leadership has not influenced EmL. Transformational leadership (henceforth TFL) is recommended to influence employee behavior (Eliyana et al., 2019). Most previous studies show that positive psychological perceptions and work environments are determined by TFL (Aristana et al., 2023).

The best understanding of hotel employee turnover is conducted by linking three construct variables and verifying their demonstrated influence on EmL into one model. Therefore, since employees are perceived as internal consumers, EmL must be treated as a concept with attitudinal and behavioral aspects, as in marketing studies. Meanwhile, in HR studies, employees also have expectations of their organization. Consequently, this study investigates the linkage between EmS and EmE and mediates the linkage between TFL and EmS with EmL. It offers feasible resolutions to resolve turnover and transfers in the hospitality industry.

## Literature Review and Hypotheses Development

### Social Exchange Theory

Social exchange theory (henceforth SET) is a deliberate deed driven by equality between expectancies and what they receive (Blau, 1964a, 1964b). The fundamental premise of this theory substituting social and material capitals is a crucial human exchange (Zakaria et al., 2013). This theory confirms that personal behavior develops following future anticipations, making them loyal. SET is a distinctive matter for leaders prioritizing communication with subordinates (Lehmann-Willenbrock et al., 2015). Kim & Beehr (2018) state that leaders who facilitate support, consult crucial decisions, offer autonomy, and eliminate excessive bureaucratic impediments will influence subordinate behavior. Hsieh & Wang (2015) describe that empowerment is the principal variable affecting interpersonal stances and conduct. Engagement is paramount in collaborative linkages (Blau, 1964b), as well as in accommodating satisfaction and strengthening employee emotions between leaders and subordinates (Bennis & Nanus, 1985).

### Transformational leadership

Various types of leadership have developed, including TFL. TFL fosters an organizational climate (Jaiswal & Dhar, 2015; Udin et al., 2023). Further, TFL can influence employee perceptions in attaining organizational goals (Babić et al., 2014; Lehmann-Willenbrock et al., 2015). Furthermore, it changes employees' personal and collective interests (Mittal & Dhar, 2015; Udin & Shaikh, 2022). The manifestation of TFL makes a transformation in organizational management (Deinert et al., 2015). TFL can also counter organizational mismatches (Ågotnes et al., 2021; Astuty & Udin, 2020). Thus, TFL directs employees to attain the organization's vision.

### Employee Satisfaction

EmS involves multiple factors as parameters. Eliyana et al. (2019) define satisfaction as employees' feelings of satisfaction with their work. Furthermore, EmS is an employee's cognitive or affective evaluation of their work (Amponsah-Tawiah et al., 2016). EmS combines natural conditions concerning psychology and physiology and is articulated as a positive emotion (Phuong et al., 2018). Enhanced EmS occurs when employees show responsibility (Stamolampros et al., 2019). Therefore, EmS is about how managers can maximize the role of employees (Azmy, 2021). Moreover, EmS is crucial to organizational efficiency (Indrayani et al., 2023). Thus, EmS is a feeling that positively changes an individual in working and completing work.

### Employee Loyalty

The existing literature discusses theoretical discussion regarding the implications shown of EmL, explaining it as a professional and hierarchical linkage observed from employees' dyadic attitudes towards their superiors (Chao & Cheng, 2019; Ineson et al., 2013; Melián-Alzola & Martín-Santana, 2020). EmL is the purpose and commitment to stay and be

willing to contribute to developing the organization's business (Sharma, 2016). Accordingly, it is employees' beliefs and voluntary participation in the organization and assuming themselves to be crucial and indivisible from the organization. Loyalty tends to be action-oriented since it is associated with employee behavior (Eskildsen & Nüssler, 2000). This behavior entails commitment and responsibility to their work, involvement, linkages between employees, and reinforcement of employees' aspirations to be dedicated (Book et al., 2019). According to (Martos-partal & Labeaga, 2019), EmL is the initial pace to enhance company capabilities.

### Research Hypothesis

#### Transformational leadership, employee engagement, and employee loyalty

Previously, researchers have revealed leadership behavior paradigms (Zahari & Shurbagi, 2012). Moreover, involvement can be an interesting topic of discussion (Schneider et al., 2018). This study also explores the contribution of TFL in enhancing EmE (Buil et al., 2019). Empirical evidence shows that TFL significantly influences EmE (Aryee et al., 2012; Azka et al., 2011; Bakker et al., 2022; Yadav et al., 2019). The direct influence we expose is the link between TFL and EmL. A study (Al Qudah et al., 2018) reveals that TFL impacts EmL. Furthermore, it is stated that TFL is strongly correlated with EmL (Gashti & Farhoudnia, 2014; Hsu & Lin, 2021). Consequently, the formulated hypotheses are:

*H<sub>1</sub>: TFL positively affects increased EmE.*

*H<sub>2</sub>: TFL positively affects increased EmL.*

#### Employee satisfaction, employee engagement, and employee loyalty

In HR, satisfaction becomes a determinant in determining employee behavior along with changing perspectives on HR management. Initially, HR was perceived as a cost burden, but it has now become an asset for the organization. Several empirical studies reveal that satisfaction significantly impacts EmE (Aboramadan & Dahleez, 2020; bin Shmailan, 2016; Djoemadi et al., 2019) and EmL (Boonlertvanich, 2019; Hassan et al., 2013; Syahrizal et al., 2019; Valverde-Roda et al., 2022). EmE and loyalty are established when employees are fulfilled with employment and organizational environment (Masakure, 2016). Furthermore, in HR, EmS directly encourages employees' desire to contribute and be loyal (Aristana et al., 2022; Nisar et al., 2017; Sudibjo & Sutarji, 2020). Therefore, the constructed hypotheses are:

*H<sub>3</sub>: EmS positively affects increased EmE.*

*H<sub>4</sub>: EmS positively affects increased EmL.*

### **Employee engagement and employee loyalty**

Researchers' interest in discovering the linkage between EmE and EmL is extensive (Book et al., 2019). The hotel business (Ineson et al., 2013) reveals that EmL is significantly determined by participation, social interaction, and leader behavior rather than compensation. This study provides an understanding that the determinants of EmL are intangible aspects; involving employees in organizational activities can foster a sense of belonging, raising the intention to be loyal (Aristana et al., 2022). However, (Syahrizal et al., 2019) demonstrate different results where EmE has no impact on EmL. Nevertheless, the subsequent studies confirm EmE increases employees' desire to remain loyal (Abbas, 2017; Gálvez-Ruiz et al., 2023). Accordingly, although inconsistencies occur in existing studies, researchers believe that EmE is associated with EmL. Hence, the hypothesis is:

*H<sub>5</sub>: EmE positively affects increased EmL.*

### **The mediating role of employee satisfaction and employee engagement**

SET describes that EmE significantly determines employee performance (Blau, 1964b). A study (Karatepe, 2013) states that engagement determines the improvement of employee work behavior. Other findings demonstrate that EmE is a TFL mechanism in designing work and strengthening employee performance (Buil et al., 2019; Prentice et al., 2023). Changes in organizational perception today also seek to create committed HR assets (Paais & Pattiruhu, 2020), i.e., increasing EmS (Amponsah-Tawiah et al., 2016; Phuong et al., 2018). Increasing EmS stimulates employees to be engaged in various organizational activities (Aristana et al., 2022; Nisar et al., 2017; Sudibjo & Sutarji, 2020). EmE interventions are emphasized in supporting leaders in performing managerial functions and overcoming the existing bureaucratic distances (Henker et al., 2015; Lee et al., 2023). High level of EmE tend to attach to the organization (Stirpe et al., 2022). Thus, it becomes the basis for determining whether EmE mediates TFL and EmL. Then, the devised hypotheses are:

*H<sub>6</sub>: EmE mediates the influence of TFL on EmL.*

*H<sub>7</sub>: EmE mediates the influence of EmS on EmL.*

## **Research Methods**

### **Population and Sample**

This study was performed in 112 hotels in all districts/cities in Bali as the population. The sample size was calculated following the Krejcie and Morgan formula. The use of hotels with a four-star classification follows several considerations. Four-star hotels have the complexity of managing HR. Star hotels are also at a more advanced level of business management due to the significant availability of allocated resources compared to other

businesses. The number of star hotels is greater than that of other star hotels. The researchers emphasized four-star hotels across Bali. Once the population size is identified, refer to the Krejcie & Morgan (1970) formula to determine the sample size. Therefore, a sample size of 87 hotels was obtained by assembling data applying random sampling technique. Meanwhile, three employees from each hotel were selected as respondents. Thus, 261 employees participated in this study.

A positivist (quantitative) approach was implemented, leading to empirical rational principles with causality research and data collection using questionnaires. The distribution of questionnaires used two methods: manual and online. Manual questionnaires were filled in directly by employees during in-person visits. Meanwhile, online questionnaires were filled out via a Google Form and distributed from one employee to another. Data collection was managed in two steps. In the first step, the questionnaire was administered to 30 respondents for instrument testing, ensuring the instruments prepared could explain the phenomenon. The collected data was assessed for validity and reliability using SPSS IBM 21. The instrument was valid if the calculated  $r$  value exceeding 0.3 ( $r > 0.3$ ) and was confirmed reliable if the Cronbach alpha value exceeding 0.6 ( $CA > 0.6$ ). After the data was announced valid and reliable, the second step was under the targeted number of respondents. The assembled data was investigated utilizing the Smart PLS 3.2.9 application.

### Measurements

The constructs had four variables: TFL, EmS, EmE, and EmL. A five-point Likert scale (“1 strongly disagree” – “5 strongly agree”) was utilized for assessment. TFL organizes interests through employees by offering inspiration and growing employee competencies. TFL uses 7 statement items from (Sudibjo & Prameswari, 2021). EmS is the level of suitability employees receive at work. EmS stemmed from the Two-Factors Theory, i.e., motivator and hygiene. EmS used 7 statement items from (Aristana et al., 2022; Kumar, 2017). EmE is employees’ affirmative stances and beliefs of the organization. EmE used 9 statement items from (Book et al., 2019). EmL is employees’ willingness to perform organizational tasks cautiously and responsibly. EmL used 8 statement items from (Aristana et al., 2022).

## Results and Discussion

The study involves employees as respondents. Accordingly, Table 1 illustrates their information, which includes gender, age, education, and experience.

**Table 1** Characteristic of Respondents

Respondent Characteristics (N=261)	Frequency	Percent
<b>Gender</b>		
Male	146	55.6
Female	116	44.4
<b>Age</b>		
20 - 29 Years	36	13.8
30 - 39 Years	101	38.7
40 - 49 Years	86	33.0
> 50 Years	38	14.5
<b>Education</b>		
Senior High School	90	34.5
Diploma	81	31,0
Bachelor	90	34.5
<b>Experience</b>		
1 - 5 Years	85	32.6
6 - 10 Years	112	42.9
>10 Years	64	24.5

Table 1 provides information that hotel business workers are dominated by male employees, with 146 people or 55.6 percent, with the dominant age range being 31-39 years, with 101 people or 38 percent. These results explain that hotel operations have high work demands, especially for longer working hours compared to other industries. It causes female employees with all the roles that must be played, i.e., as mothers and careers, to choose different jobs that are more flexible in terms of time—thus, jobs in hotels are primarily men. When viewed from age, it shows that employees are in the productive phase. For the education, most employees graduated from high school of 90 people or 34.5 percent, and a bachelor's degree of 90 people or 34.5 percent. It shows that employees who work in hotels are diverse and have various backgrounds, i.e., they start working after graduating from high school and university. Both are choices considering that the operations/work in the hotel business prioritizes education levels rather than skills and experience. However, education remains a supporter in pursuing a career in the hospitality business. Therefore, most of them continue their education after they work in this industry. It is reinforced by work experience; most workers worked 6-10 years, with 112 people or 42.9 percent. It indicates that those who work in this industry are still relatively new or in the self-development stage.

### Outer and Inner Model Measurement

Model evaluation was performed in two stages. First, outer model measurements were performed to validate the model formed by measuring convergent validity, discriminant validity, and composite reliability. Convergent validity is accomplished by evaluating the outer loading value with the condition that  $OL > 0.6$ . Meanwhile, discriminant validity was assessed by observing the AVE and  $\sqrt{AVE}$  values with conditions above 0.5. The composite value was checked through Cronbach's alpha and composite reliability values with conditions exceeding 0.7 ( $CA \ \& \ CR > 0.7$ ). The provision was from (Hair et al., 2016; Hair et al., 2013) and the results are displayed in Table 2 and Table 3.

**Table 2** Evaluation of Model Feasibility

Variable	Items	OL	VIF	CA	rho_A	CR	AVE
Employee Engagement (EmE)	EmE1	0.638	1.469	0.880	0.885	0.904	0.512
	EmE2	0.774	2.400				
	EmE3	0.789	2.407				
	EmE4	0.714	1.876				
	EmE5	0.639	1.843				
	EmE6	0.746	2.209				
	EmE7	0.669	1.701				
	EmE8	0.768	2.718				
	EmE9	0.685	2.088				
Employee Loyalty (EmL)	EmL1	0.718	2.252	0.873	0.878	0.900	0.529
	EmL2	0.712	1.776				
	EmL3	0.712	2.029				
	EmL4	0.678	1.673				
	EmL5	0.777	2.034				
	EmL6	0.726	1.809				
	EmL7	0.768	2.313				
	EmL8	0.724	2.086				
Employee Satisfaction (EmS)	EmS1	0.735	2.050	0.910	0.918	0.929	0.652
	EmS2	0.769	2.134				
	EmS3	0.735	1.874				
	EmS4	0.836	2.609				
	EmS5	0.872	3.438				
	EmS6	0.831	3.712				
	EmS7	0.860	4.168				
Transformational Leadership (TFL)	TFL1	0.838	3.423	0.890	0.899	0.915	0.610
	TFL2	0.838	2.844				
	TFL3	0.859	3.864				
	TFL4	0.864	3.952				
	TFL5	0.738	2.055				
	TFL6	0,641	1,944				
	TFL7	0.653	1.552				

It demonstrated that all items' outer loading value was 0.6 (see Table 2). Discriminant validity testing (Fornell-Larcker Criterion) indicated the correlation value between variables exceeding 0.5 (see Table 3). Thus, all items were free from validity problems. Furthermore, the test showed that the construct was error-free, as observed in Cronbach's alpha value from 0.880 to 0.910 and composite reliability from 0.900 to 0.929 (see Table 2). After the outer model tests were completed, the testing continued with inner model testing.

**Table 3** Discriminant Validity (Fornell-Larcker Criterion)

Variable	EmE	EmL	EmS	TFL
Employee Engagement (EmE)	0.716			
Employee Loyalty (EmL)	0.845	0.727		
Employee Satisfaction (EmS)	0.339	0.342	0.807	
Transformational Leadership (TFL)	0.575	0.597	0.410	0.781



The inner evaluation began by assessing the suitability of the model between the observed correlations using standardized root mean square (SRMR) below 0.10 (SRMR<0.10) (Hair et al., 2017). It was revealed that the SRMR value was 0.087, smaller than 0.10. Thus, the model was declared fit (see Table 4). Multicollinearity evaluation considered VIF values with criteria smaller than 5 (VIF<5). The test results showed that the VIF value of all items was less than five. Therefore, the construct was free from multicollinearity. Subsequently, the linkage between variables was predicted by looking at the R<sup>2</sup> value. The R<sup>2</sup> value entails three classifications: strong (0.67), moderate (0.33), and weak (0.19) (Chin, 1998). The coefficient of determination for the EmE variable is 0.343 (moderate), and EmL is 0.733 (strong). The observation value of the relevance of the structural model was performed by observing at the relevant Q-predict value (Q<sup>2</sup>) with criteria exceeding zero (Q<sup>2</sup> > 0) (Hair et al., 2013). The analysis showed a Q<sup>2</sup> value of 0.265 > 0 (Table 4). Hence, the predictive relevance of the structural model was good. The final test calculated the overall model fit (Goodness of Fit index). Hair et al. (2017) state that Goodness of Fit (GoF) entails three categories: high (0.38 – 1), medium (0.25 – 0.37), and small (0.00 – 0.24). The calculations revealed that the GoF value was 0.557, which fell into the high category. Thus, the overall model was highly fit.

**Table 4** Inner Model Analysis

Variable	R <sup>2</sup>	R <sup>2</sup> Adjusted	Criteria	Saturated Model	Estimated Model	Q <sup>2</sup>
Employee Engagement (EmE)	0.343	0.338	SRMR	0.087	0.087	0.162
Employee Loyalty (EmL)	0.733	0.730				0.368
<b>Average</b>	0.538	0.534				0.265

After the entire series of inner model evaluations have been fulfilled, the analysis continues with hypothesis testing, as illustrated in Table 5 and Figure 1.

**Table 5** Hypothesis Test

Linkage between variable	β	Mean	STDEV	T Statistics	P Values	Support?
<b>Direct</b>						
TFL -> EmE	0.524	0.517	0.057	9.239	0.000	Yes
TFL -> EmL	0.159	0.158	0.051	3.119	0.001	Yes
EmS -> EmE	0.125	0.121	0.063	1.987	0.024	Yes
EmS -> EmL	0.023	0.027	0.040	0.594	0.277	No
EmE -> EmL	0.745	0.746	0.036	20.556	0.000	Yes
<b>Indirect Effects</b>						
TFL -> EmE -> EmL	0.390	0.385	0.044	8.794	0.000	Yes
EmS -> EmE -> EmL	0.093	0.090	0.046	2.021	0.022	Yes

Note: Transformational Leadership (TFL), Employee Engagement (EmE), Employee Satisfaction (EmS) and Employee Loyalty (EmL).

The hypothesis testing revealed that TFL positively and significantly affects EmE, with a path coefficient of 0.524, a p-value of 0.000, and a t-statistic of 9.239. Hence, hypothesis 1 is supported. TFL significantly and positively affects EmL, with a path coefficient of 0.159, a p-value of 0.001, and a t-statistic of 3.119. Accordingly, hypothesis 2 is supported. It

indicates that better implementation of TFL can increase EmE and EmL. EmS significantly and positively affects EmE, with a path coefficient of 0.125, a p-value of 0.024, and a t-statistic of 1.987. Therefore, hypothesis 3 is supported. EmS positively and insignificantly affects EmL, with a path coefficient of 0.023, a p-value of 0.277, and a t-statistic of 0.594. Accordingly, hypothesis 4 is not supported. It shows the higher the EmS, the higher the EmE. However, it does not have an impact on increasing EmL. EmE significantly and positively affects EmL, with a path coefficient of 0.745, a p-value of 0.000, and a t-statistic of 20.556. Thus, hypothesis 5 is supported. Eventually, increasing EmE is followed by increasing EmL.

Meanwhile, indirect hypothesis testing reveal that EmE mediated the role of TFL on EmL, with a path coefficient of 0.390, a p-value of 0.000, and a t-statistic of 8.794. Therefore, hypothesis 6 is supported. EmE is a partial mediator, indicating that TFL directly increases EmL, which can also be done through EmE. Further, EmE mediates the influence of EmS on EmL, with a path coefficient of 0.093, a p-value of 0.022, and a t-statistic of 2.021. Hence, hypothesis 7 is supported. These results indicate that EmE enhances the linkage between EmS and EmL.

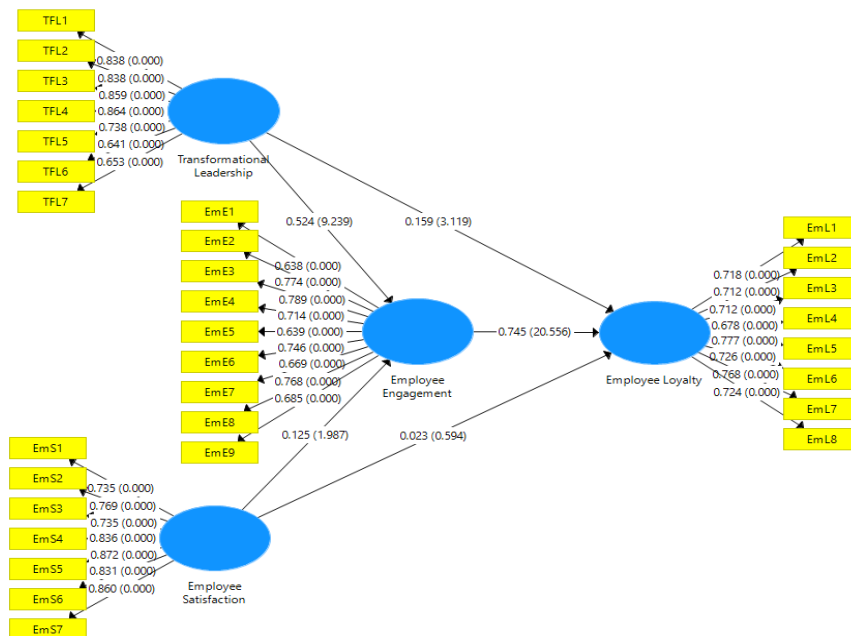


Figure 1 Standardized SEM Results

### Discussion

TFL significantly affects EmE and EmL. Accordingly, it can be interpreted that applying TFL increases EmE and EmL. TFL allows employees to be involved in every job/opportunity (Azka et al., 2011) and establish an attachment to their organization. Albrecht & Marty (2020) state that EmE depends on employee psychological factors and balances employee conduct (Cahill et al., 2015). Thus, the results support previous studies that TFL in hospitality can encourage EmE (Azka et al., 2011; Bakker et al., 2022; Balwant et al., 2020;

Buil et al., 2019; Yadav et al., 2019). Moreover, TFL is more effective in increasing EmL (Jaiswal & Dhar, 2015). Consequently, it can influence employees' perceptions of accomplishing organizational vision voluntarily (Babić et al., 2014; Lehmann-Willenbrock et al., 2015) and employees and providing a different color in organizational management (Ågotnes et al., 2021; Deinert et al., 2015). Thus, TFL effectively increases EmL (Al Qudah et al., 2018; Gashti & Farhoudnia, 2014; Hsu & Lin, 2021).

EmS also significantly influences EmE, which implies the higher the EmS, the greater the EmE. EmS corresponds between expectations and desires (Eliyana et al., 2019). Thus, when employees attain target achievements at work, they are a determining factor in EmS. According to (Amponsah-Tawiah et al., 2016), EmS results from employees' cognitive evaluation at work. Employees express satisfaction by contributing or further involvement in each task (Rabiul et al., 2021). Therefore, EmS impacts engagement (Aboramadan & Dahleez, 2020; bin Shmailan, 2016; Djoemadi et al., 2019). However, EmS does not affect EmL. EmS does not determine their loyalty to their organization. The hotel business is known to have an excessive turnover intention rate (Stamolampros et al., 2019; Yao et al., 2019). It is due to various factors, i.e., career level, promotion opportunities, and work environment. Thus, EmS does not make them loyal (Fernandes et al., 2020). It contrasts with previous studies that state EmS increases EmL (Aristana et al., 2022; Nisar et al., 2017; Sudibjo & Sutarji, 2020).

The direct influence of EmE significantly influences EmL. It implies that the higher the EmE, the more significant the EmL increases. Hotel business management requires EmL to maintain service quality. Highly loyal employees will participate in developing the organization (Sharma, 2016). Thus, efforts are required to retain employees. EmE is crucial, considering participation is supported by social interactions that contribute to loyalty (Aristana et al., 2022; Ineson et al., 2013). The results contradict the findings from (Syahrizal et al., 2019), which reveal that EmE is not related to loyalty. This study aligns with the findings from (Abbas, 2017; Gálvez-Ruiz et al., 2023) that EmE determines loyalty.

Besides the direct effect of EmE, it also mediates the linkage between TFL and EmE with EmL. EmE in TFL mechanisms in designing work encourages employees to be more loyal (Buil et al., 2019; Prentice et al., 2023). Besides, EmE is also a full mediator of job satisfaction and loyalty, considering that direct job satisfaction does not increase EmL (Henker et al., 2015; Lee et al., 2023). Therefore, EmE is pivotal in the hotel business. Accordingly, management must always focus on and reinforce EmE.

## **Conclusion**

From the results, three conclusions can be drawn. First, EmL is imperative for organizations to maintain performance. Accordingly, TFL and maintained EmE are required to increase loyalty directly. Second, hotel businesses cannot ensure sustained EmL through job satisfaction, given that employees get job satisfaction while working is not the employee's goal. However, other factors make employees turn from one hotel to another, i.e., career paths or factors explained in the two-factor theory. Third, EmE is

crucial in increasing EML, either in direct impact or mediating the linkage between job satisfaction, which in this study cannot increase EML in the hotel business.

Theoretically, the study expands the existing literature about TFL and job satisfaction in increasing EML. Furthermore, future researchers must review employee job satisfaction, especially in four-star hotels. Considering that job satisfaction is perceived from cleanliness and motivator factors in this business, it is better than other sectors. Therefore, a more specific study is needed regarding this matter. EmE is paramount in the model being built. EmE is proven to facilitate leadership and satisfaction. For this reason, hotel business managers pay more attention to EmE during regular activities. Thus, EML can be maintained, impacting hotel performance.

Regardless of the contributions, the study has shortcomings. First, this study was performed on the hotel business, specifically four-star hotels. Thus, these results cannot be generally implemented in different businesses. Various further elaborations must be performed to make it applicable to other sectors. Second, the study is a cross-sectional, using self-assessment reports. Consequently, it affects the psychological condition of respondents when answering the questionnaire and allows data bias to occur. Future research must focus on EML in hotel businesses with a dynamic environment. Third, leaders are pivotal in business management. However, an exploration into the role of TFL in increasing job satisfaction has yet to be performed. Therefore, a more comprehensive investigation of the linkage and its impact on EML is required.

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