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LEADERSHIP, MOTIVATION, AND MANAGERIAL EFFECTIVENESS IN SHARIA HOTELS: IMPLICATIONS FOR GUEST SATISFACTION AND TOURISM DEVELOPMENT IN KENDARI, INDONESIA

Abstract: The hospitality industry plays a critical role in meeting the growing demand for halal tourism, particularly through the sharia hotel business model that integrates Islamic principles into its operations. Effective leadership is essential for fostering a value-based work culture, spiritually motivating employees, and delivering services aligned with religious values. This study investigates the effects of transformational and transactional leadership styles on work motivation, managerial effectiveness, and guest satisfaction in sharia hotels in Kendari City. An explanatory quantitative approach was employed, utilizing Structural Equation Modeling–Partial Least Squares (SEM-PLS) with data collected from 176 sharia hotel employees. The results indicate that transformational leadership significantly enhances managerial effectiveness and service quality, which in turn increases guest satisfaction. Although transactional leadership contributes to managerial effectiveness, its impact on guest satisfaction is limited. High work motivation also plays a crucial role in improving managerial effectiveness and service performance. The primary contribution of this study lies in offering a deeper understanding of value-based leadership in the sharia hospitality sector, particularly emphasizing the importance of spiritual and emotional aspects in enhancing guest experiences. The study enriches the organizational leadership literature by providing new insights into the interplay between leadership style, work motivation, and guest satisfaction in halal tourism. Practical implications suggest that sharia hotel managers should adopt leadership styles that are not only operationally efficient but also consistent with Islamic values. Future research is recommended to further explore transactional leadership influences and to expand investigations across diverse regions and larger samples within the sharia hospitality industry.

Keywords: hotel user satisfaction, islamic hospitality, service leadership, employee motivation, managerial performance, customer experience

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Introduction

In the last two decades, the global tourism industry has undergone a significant transformation, with increasing demand for tourism services that are friendly to religious values and identities. Halal tourism, as one of the fastest growing segments, is now a major focus in the global tourism landscape. According to the Global Muslim Travel Index (GMTI) 2023 report, Muslim travelers are expected to reach 230 million international trips by 2028, with halal tourism spending projected to exceed USD 225 billion (GMTI, 2024). This figure not only reflects the growing demographic dynamics of the Muslim world, but also indicates a shift in tourism preferences that increasingly emphasize spiritual values, driving innovation in service, management, and leadership that are in line with sharia principles.

The hospitality industry, as one of the main elements in the tourism value chain, is at the forefront of responding to these needs through the development of sharia hotel business models (Huertas et al., 2022; Hoang et al., 2023). Sharia hotels are hotels that integrate sharia principles in their operations, ranging from halal food services, separation of spaces for men and women, to avoiding activities that are not in accordance with Islamic teachings (Rosidah et al., 2025; Deliana, 2022). The existence of sharia hotels reflects a response to the needs of Muslim tourists who are looking for an accommodation experience that is not only comfortable but also in accordance with their religious values.

However, amidst this growing global trend, major challenges have emerged that are not only technical-operational in nature, but also include aspects of leadership and human resource management. In the context of a value-based service industry such as sharia hotels, consistent and satisfying service quality is greatly influenced by the effectiveness of leadership style in the organization. Hotel leaders are not only required to manage efficient business processes, but also to form a work culture with integrity, motivate employees with an approach that is in accordance with spiritual values, and maintain customer loyalty through humanistic and religious service. This emphasizes the importance of an adaptive, visionary leadership style that is able to internalize religious values into daily managerial practices, especially in areas with growing halal tourism potential such as Indonesia (Bass & Riggio, 2006).

This phenomenon is very relevant in Indonesia as a country with the largest Muslim population in the world. This country has great potential in developing halal tourism, which is an integral part of the national strategy to expand domestic and international tourism markets. The Indonesian government has taken important steps to facilitate the development of this sector, including through sharia hotel certification, human resource training, and promotion of Muslim-friendly tourist destinations. In this context, Kendari City as one of the gateways to Eastern Indonesia, has begun to show the dynamics of the growth of the hotel sector that adopts sharia principles in its governance and services. However, there are still challenges in implementing religious values consistently, especially those related to leadership patterns and employee management that do not fully reflect the characteristics of Islamic value-based services (Hamzah et al., 2021).

Amidst this potential, research on leadership style and service quality in sharia hotels is very relevant, especially in the context of a developing city like Kendari. This study aims to examine how leadership styles shape service experiences that foster guest satisfaction and customer loyalty in sharia hotels. As a region that is currently encouraging tourism transformation based on local wisdom and religious values, Kendari City offers the right

empirical context to explore more deeply how leadership based on Islamic principles can improve service quality in sharia hotels.

In the modern tourism industry, guest satisfaction is the main indicator of success. For religiously oriented hotels, such as sharia hotels, service quality is a very determining factor. Sharia hotels in Indonesia, as reported by RedDoorz in 2023, showed rapid growth with almost 2,000 sharia-based properties, including brands such as RedDoorz Syariah, UrbanView Syariah, and KoolKost. This growth reflects a very positive market response to the increasingly strong halal tourism trend. The Indonesian government also welcomed this trend by launching the Mandatory Halal October (WHO) 2024 program, which aims to accelerate the halal certification process in various sectors, including hospitality (Qomariah et al., 2022).

However, major challenges remain in the implementation of halal certification. Of the more than 4,000 hotels registered in Indonesia, only 49 hotels or around 1.2% have obtained halal certification. This shows that despite great efforts from the government and the private sector, there are obstacles in the capacity of institutions that examine halal eligibility and the need to improve the effectiveness of the certification process. Nevertheless, with Indonesia's recognition as the "Top Muslim-Friendly Destination of the Year" by GMTI in 2023, Indonesia shows that the halal tourism sector has great potential to grow and develop further (GMTI, 2024).

Kendari City, as one of the rapidly developing cities in the tourism sector in Eastern Indonesia, also shows significant growth in the number of sharia hotels. The sustainability and competitiveness of this sector are not only determined by operational efficiency, but also by a managerial approach that is able to integrate religious values into organizational leadership and service. Therefore, it is important to understand how Islamic value-based leadership styles, such as transformational and transactional leadership, can influence employee motivation, managerial effectiveness, and hotel guest satisfaction (Bass & Riggio, 2006; Javed et al., 2020).

Previous studies have shown that transformational leadership style, characterized by clear vision, idealized influence, and attention to individual needs, has been shown to improve employee motivation and performance in various sectors (Bass & Riggio, 2006). This leadership inspires employees to provide the best service, thereby encouraging increased service quality and guest satisfaction. Studies by Bouzari & Karatepe (2017); and Qomariah et al., (2022) also confirmed that transformational and transactional leadership styles have a significant influence on work motivation and guest satisfaction levels.

In the context of sharia-based hotels, a leadership approach that integrates Islamic values and Islamic work ethics is becoming increasingly important. Studies by Javed et al., (2020); and Hamzah et al., (2021) show that a leadership style based on religious values has a positive impact on employee motivation and performance. However, adapting these principles in a local context, such as Kendari, a developing city in Eastern Indonesia presents its own challenges. Sharia hotels in this area need to ensure that the services provided not only meet the physical needs of guests, but also pay attention to their spiritual needs.

Furthermore, recent studies support the importance of sustainability dimensions and consumer preferences in the hospitality industry. For example, Velaoras et al., (2025) showed that environmental certification in the hospitality sector increases consumer preferences for sustainable hotels, which ultimately strengthens the industry's

competitiveness. This suggests that value-based management (including spiritual values) can be a new source of competitive advantage.

Baquero (2022) found that employee satisfaction and guest satisfaction in hotels are closely interrelated, emphasizing the importance of leadership styles that effectively motivate staff to enhance service quality. Similarly, Alshatnawi & Mahmoud (2021) in the context of five-star hotels showed that hotel managers' leadership behavior directly affects staff job satisfaction, which has an impact on the quality of service provided to guests. At the same time, Rodrigues et al.'s (2024) study highlights how industry 4.0 innovations in the tourism sector are driving changes in human resource management and customer service, indicating the need for a more dynamic adaptation of leadership styles, especially in the hospitality sector that adopts specific values such as sharia.

In the national context, Pradini et al. (2023) and Sugiyati and Aswan (2024) confirmed that the combination of leadership style and work motivation significantly affects hotel employee performance. However, their studies remain general in scope and have not specifically addressed the role of leadership in sharia hotels, particularly within the context of Kendari.

This study aims to analyze the influence of leadership style (transformational and transactional), as well as employee work motivation on managerial effectiveness and guest satisfaction at sharia hotels in Kendari City. In addition, this study also analyzes the influence of managerial effectiveness on guest satisfaction, as an important factor influencing customer experience at sharia hotels. Therefore, this study offers a new approach by simultaneously examining the effects of transformational and transactional leadership styles, as well as work motivation on managerial effectiveness and guest satisfaction in the context of sharia hotels. This approach differs from previous studies that generally only focus on one or two variables separately, without considering the complex relationship between leadership style, work motivation, and their impact on managerial effectiveness and guest satisfaction. Uniquely, this study identifies managerial effectiveness as an important mechanism linking leadership style and employee work motivation to customer satisfaction outcomes.

By linking these organizational factors to the broader goal of strengthening the competitiveness of halal tourism in Eastern Indonesia, especially in Kendari City which is rapidly developing as a halal tourism hub, this study makes a significant contribution to theoretical and practical developments in the religious-based service sector. This study also provides new insights into how sharia hotel management can be sharpened through a leadership approach based on Islamic principles, and how this contributes to strengthening the halal tourism sector as part of a regional economic development strategy.

Another novelty offered by this study is a holistic analysis of the integration of leadership styles and work motivation in a specific context, namely the sharia hotel industry in Kendari. With this approach, this study has the potential to provide a basis for the development of better local policies in the halal tourism sector, as well as providing practical guidance for hotel managers in improving performance and service quality through more adaptive leadership strategies that are in accordance with religious values.

This study also contributes to the literature on human resource management, especially in managing the workforce in the halal tourism sector, which has unique characteristics and challenges, different from other sectors. Therefore, the results of this study are expected to enrich theoretical knowledge about leadership, work motivation, and customer satisfaction in

the context of sharia-based hotels, as well as contribute to the development of a sustainable halal tourism sector in Indonesia.

Materials and methods

This study uses a quantitative method with an explanatory research design. The quantitative approach was chosen because it has the advantage of measuring and analyzing the relationship between variables objectively using statistical techniques. The explanatory design is in accordance with the objectives of this study, namely to explain the causal interaction between transformational and transactional leadership styles, work motivation, managerial effectiveness, and hotel guest satisfaction, while evaluating the mediating function of work motivation in a relational framework (Saunders et al., 2019; Creswell, 2014).

This study was conducted in various sharia hotels located in Kendari City, Southeast Sulawesi Province. Kendari was chosen as the research location because of its status as a regional economic center and its significant number of sharia hotels, the highest in the province. Field research took place for three months in 2024, which included three main stages: initial observation and coordination (first month), questionnaire distribution (second month), and data collection and analysis (third month).

The population in this study included all employees of sharia hotels in Kendari City. There are eight hotels that provide sharia-based services to support tourism activities in this area, namely: Hotel Zahra Syariah, Hotel Liras Syariah, RedDoorz Syariah, Hotel Tropical Point Syariah, Hotel Foresta Syariah, Hotel Airy Syariah, Hotel Sahid Azizah Syariah, and Hotel Qubah 9 Kendari. The target analysis unit in this study is employees at the strategic and operational levels, such as General Manager, Assistant General Manager, Front Office Manager, and several other relevant positions. The research sample consisted of 176 respondents, determined through quota sampling techniques, with a proportion of 30% of the total employees at each hotel.

This study analyzes the influence of independent variables on dependent variables. The independent variables include transformational leadership style, transactional leadership style, and work motivation. Meanwhile, the dependent variables are managerial effectiveness and hotel guest satisfaction. Specifically, the managerial effectiveness variable is also placed as an independent variable to explain its effect in creating guest satisfaction of sharia hotels in Kendari City.

Transformational Leadership Style is measured based on four main indicators consisting of 12 items, developed from Walumbwa et al., (2014); and Howell & Shamir (2005). Transactional Leadership Style is measured through four indicators and 12 items adapted from Mahfouz et al., (2022); Judge & Piccolo (2004). Work Motivation is measured using four indicators and 12 items based on the theoretical framework of Deci & Ryan (2000); and Locke & Latham (2002). The Managerial Effectiveness variable is measured through five indicators and 15 items, developed from Armstrong & Taylor (2020); Yukl (2013); Drucker (2012); and Keyton (2011). Meanwhile, the hotel guest satisfaction variable refers to the level of positive or negative feelings felt by guests after comparing their expectations with their actual experiences while using hotel services. This satisfaction is analyzed based on five indicators developed by Han & Hyun (2018); Oliver (1997); Parasuraman et al., (1988); and Zeithaml (1988). The indicators and assessment items for the five variables are presented in full in Table 1.

Table 1. Indicators and assessment items for research variables

Variable	Indicator	Symbol	Item
Transformational leadership	Inspirational Motivation	TFL1	How leaders communicate a compelling and challenging vision to employees
			Is the leader able to provide strong emotional encouragement to followers
			How leaders foster passion and motivation among team members
	Individualized Consideration	TFL2	Is the leader a strong role model for his followers?
			How leaders influence employees through the examples they set
			Does the leader have the trust, respect and loyalty of his followers?
	Individualized Consideration	TFL3	How leaders pay attention to the individual needs of each team member
			Does the leader give personal attention to team members
			How leaders provide the necessary support and guidance to each team member
	Intellectual Stimulation	TFL3	How leaders stimulate team members to think creatively
			Does the leader encourage team members to develop new solutions
			How do leaders encourage team members to take controlled risks in achieving goals
Transactional leadership	Contingent Reward	TSL1	Leaders set clear goals and objectives for team members
			Leaders give awards or incentives to team members
			Leaders use supervision and control to ensure that team members comply with established rules and procedures.
	Management by Exception (Active)	TSL2	Leaders identify problems or misalignments within a team or organization.
			Leaders interact with team members in addressing problems or discrepancies
			Leaders provide feedback and direction to team members to improve their performance
	In Management by Exception (Passive)	TSL3	Leaders respond to situations that require intervention or action
			Leaders wait until there is a real or significant problem before acting
			Leaders tend to follow the status quo and only take action when necessary to maintain stability
	Laissez-Faire Leadership	TSL4	Leaders provide direction or guidance to team members
			Leaders interact with team members in decision making
			Leaders ensure that team members manage themselves and take responsibility for their own tasks and decisions
Employee work motivation	Achievable Goals	EWM 1	The goals set by the organization or leader can be clearly achieved and measured
			There is a match between the goals set and the individual's ability to achieve them
			Employees feel motivated to achieve the goals that have been set
	Support and Recognition	EWM 2	Employees feel supported by their leaders or coworkers in achieving their goals
			There are recognition and appreciation mechanisms implemented by organizations or leaders for individual or group achievements
			Employees have a good feeling about the level of support and recognition they receive
	Involvement in Decision Making	EWM 3	Team members are involved in decision-making processes that affect their work
			Employees feel that their opinions and ideas are valued in the decision-making process
			Employees are involved in decisions that affect their work
	Career and Skills Development	EWM 4	The organization provides opportunities for employees to develop their skills and competencies
			Have a clear career path within the organization and opportunities for advancement

			Employees feel they have the opportunity to improve their skills and advance their careers in the organization
Managerial effectiveness	Achievable Goals	ME1	The manager successfully achieved the goals set for his team or department
			Managers set, communicate, and evaluate goals effectively
			There is a process of reflection and learning from the achievement or failure in achieving goals
	Leadership and Motivation	ME2	Managers motivate and inspire team members to achieve optimal performance
			Managers demonstrate effective leadership skills in directing, guiding, and motivating teams
			Managers handle conflicts, provide feedback, and facilitate team members' career development
	Resource Management	ME3	Managers manage available resources, including human, financial, and physical
			Effective managers are those who plan, organize, and control the use of resources to achieve organizational goals
			Managers evaluate and improve the efficiency and effectiveness of resource use
	Communication and Collaboration	ME4	Managers facilitate effective communication among team members and with others inside and outside the organization
			Managers promote collaboration and cooperation among team members to achieve common goals
			Managers are able to manage conflict and facilitate problem solving through effective communication
	Evaluation and Improvement	ME5	Managers evaluate individual, team, and department performance systematically and objectively
			Managers implement a continuous feedback cycle to identify areas for improvement and improve performance
			Managers promote a culture of learning and innovation within teams and organizations.
Hotel guest satisfaction	Conformity of Expectations	HGS1	The facilities I received were in accordance with the information/promotion I read
			The service I received was in accordance with my expectations before staying there
			My stay experience was in accordance with the initial description I had previously obtained
	Quality of Service	HGS2	The hotel staff provides friendly and professional service
			The check-in and check-out process was smooth and fast
			My request was responded to quickly and appropriately by the hotel.
			The hotel staff was able to provide solutions when problems arose during my stay
			Pelayanan hotel mencerminkan perhatian terhadap kebutuhan tamu
	Convenience Facilities	HGS3	Comfortable and clean hotel rooms
			The hotel's public facilities (such as restaurants, prayer rooms, parking) really support my comfort
			The hotel environment is calm and supports my rest
			Hotel facilities are easily accessible and well-arranged
	Value for Price	HGS4	I feel the price I paid is in line with the quality of service and facilities I received
			This hotel's room rate provides value for money for my stay
			Compared to other hotels, the prices at this hotel are quite competitive with the facilities offered
	Intention to Return and Recommend	HGS5	I intend to stay at this hotel again
			I will recommend this hotel to my friends and family
			I was satisfied with my experience at this hotel and would like to return in the future.

Source: Han & Hyun (2018); Walumbwa et al., (2014); Yukl (2013); Drucker (2012); Keyton (2011); Howell & Shamir, (2005); Judge & Piccol, (2004); Locke & Latham (2002); Deci & Ryan (2000); Armstrong & Taylor (2020); Parasuraman et al. (1988); dan Zeithaml (1988)

This study proposes six hypotheses of effects or direct relationships between variables. Conceptually and hypothetically presented in Figure 1.

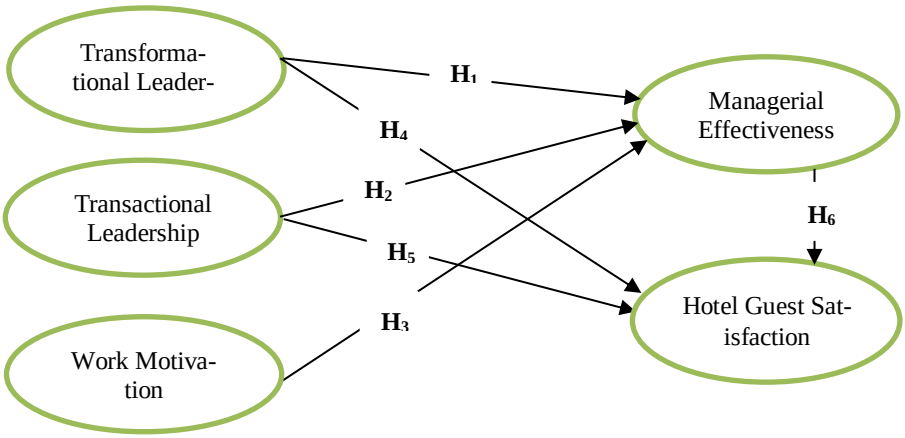


Fig. 1. Conceptual model and research hypothesis

The data used in this study consist of primary data and secondary data. Primary data were collected through questionnaires distributed to respondents (sharia hotel employees), while secondary data were obtained from relevant documents such as scientific journal articles and hotel and tourism sectoral data.

Variable measurement was carried out using a five-point Likert scale, from a score of 1 (strongly disagree) to 5 (strongly agree). All indicators were developed from previous literature that has been validated. Validity testing was carried out using the Pearson correlation method (Corrected Item-Total Correlation), with the criterion that an item is said to be valid if the r-count value> r-table at a significance level of 5% (Walker, 2017). Reliability testing was carried out using the Cronbach's Alpha technique, with the provision that the instrument is declared reliable if the alpha value> 0.60 (Taber et al., 2018).

Data were analyzed using the Structural Equation Modeling–Partial Least Squares (SEM–PLS) approach with the help of SmartPLS software. This technique was chosen because it is able to handle models with complex latent relationships, does not require normal data distribution, and still provides accurate estimates even with relatively small sample sizes (Guenther et al., 2023; Sarstedt et al., 2014). The PLS approach also allows for simultaneous analysis of reflective and formative indicators, and is suitable for theory testing and exploration of new models. The analysis process consists of three main stages, namely: a) Evaluation of the measurement model (outer model); b) Evaluation of the structural model (inner model); and c) Testing the significance of the relationship between variables using the bootstrapping technique.

Results

Evaluation of measurement model (outer model)

Evaluation of the measurement model in this study aims to test the quality of the instruments or indicators used to measure latent constructs (variables that are not directly measured). This measurement model includes three main aspects that must be tested, namely: convergent validity, discriminant validity, and construct reliability. These three aspects are important to ensure that the construct being measured truly describes the intended concept and is reliable.

Convergent validity measures the extent to which the indicators used in a construct are highly correlated with each other. This means that these indicators must be able to describe the construct consistently. To measure convergent validity, two main criteria are used: a) Loading Factor (λ): The loading factor value for each indicator must be greater than 0.70 to be considered valid. This indicates that each indicator has a significant contribution to the construct being measured; and b) Average Variance Extracted (AVE): The AVE value must be greater than 0.50 to indicate that more than 50% of the variance in the indicator can be explained by the construct.

In the results of the convergent validity analysis presented in Table 2, all tested constructs meet the criteria. All AVE values are greater than 0.50, indicating that the indicators used in each construct have a good level of convergent validity.

Table 2. Convergent validity results

Construct	AVE	Information
Transformational leadership (TFL)	0.652	Valid
Transactional leadership (TSL)	0.648	Valid
Employee work motivation (EWM)	0.710	Valid
Managerial effectiveness (ME)	0.732	Valid
Hotel guest satisfaction (HGS)	0.687	Valid

The results of the analysis of Table 2 show that all constructs in this research model have good convergent validity. The indicators used to measure each construct have a fairly strong relationship with each other, which indicates consistency in measuring these variables, so that the instrument used in this study can be relied on to measure latent constructs consistently.

Next are the results of the discriminant validity test using the Fornell-Larcker Criterion, which requires the square root of the Average Variance Extracted (AVE), where each construct is greater than the correlation value between different constructs in the same row and column. In other words, a construct is declared to meet discriminant validity if the diagonal value in the matrix, which shows the square root of AVE, is greater than the values outside the diagonal that represent the correlation between constructs.

Based on the results presented in Table 3, it can be seen that the square root value of the Average Variance Extracted (AVE) for each construct is higher than the correlation value between other constructs in the same row and column, indicating that this model meets the criteria of discriminant validity. For example, Transformational Leadership (TFL) has an AVE value of 0.807, which is higher than the correlation value with other constructs such as Transactional Leadership (TSL) (0.612), Work Motivation (WM) (0.538), Managerial Effectiveness (ME) (0.529), and Hotel Guest Satisfaction (HGS)

(0.671). The same thing also applies to other constructs, all of which show higher AVE values than the correlation values between constructs outside the diagonal.

Table 3. Results of discriminant validity with the fornell–larcker criterion

Construct	TFL	TSL	WM	ME	HGS
Transformational leadership (TFL)	0.807				
Transactional leadership (TSL	0.612	0.804			
Employee work motivation (EWM)	0.538	0.564	0.843		
Managerial effectiveness (ME)	0.529	0.515	0.569	0.856	
Hotel guest satisfaction (HGS)	0.671	0.698	0.643	0.678	0.828

These results indicate that each construct in the research model possesses a distinct measurement dimension and does not overlap with other constructs. Accordingly, constructs such as Transformational Leadership, Transactional Leadership, Work Motivation, Managerial Effectiveness, and Hotel Guest Satisfaction represent conceptually and empirically distinct variables.

Construct reliability in this study measures the consistency and reliability of the instrument used to measure variables that cannot be measured directly (latent constructs). To test construct reliability, two main indices used are Cronbach's Alpha (CA) and Composite Reliability (CR). Both of these indices have criteria that their values must be greater than 0.70 to be considered reliable. Based on the results presented in Table 4, all constructs tested in this study meet these criteria, indicating that the measurement instruments in this research model are very reliable and consistent.

Table 4. Construct reliability results

Construct	Cronbach's Alpha (CA)	Composite Reliability (CR)	Information
Transformational leadership (TFL)	0.874	0.914	Reliable
Transactional leadership (TSL	0.861	0.908	Reliable
Employee work motivation (EWM)	0.893	0.924	Reliable
Managerial effectiveness (ME)	0.907	0.931	Reliable
Hotel guest satisfaction (HGS)	0.872	0.918	Reliable

Transformational Leadership (TFL) has a Cronbach's Alpha value of 0.874 and a Composite Reliability of 0.914, both indicating that this construct has a very good level of reliability. Likewise, Transactional Leadership (TSL) with a Cronbach's Alpha value of 0.861 and a Composite Reliability of 0.908, indicating that this construct can also be relied upon for consistent measurement.

Furthermore, Work Motivation (WM) shows a slightly higher value, with a Cronbach's Alpha of 0.893 and a Composite Reliability of 0.924, confirming that this construct has very good reliability, indicating a very consistent measurement. Managerial Effectiveness (ME) shows very high reliability with a Cronbach's Alpha value of 0.907 and a Composite Reliability of 0.931, indicating that the measurement instrument for this construct is very reliable. Finally, Hotel Guest Satisfaction (HGS) has a Cronbach's Alpha value of 0.872 and a Composite Reliability of 0.918, which also indicates a very good level of reliability.

It can be concluded that all constructs in this study have very good reliability, both according to the Cronbach's Alpha and Composite Reliability values. These values exceed

the recommended minimum threshold (0.70), indicating that the measurement instrument used in this study can produce consistent and reliable results. Thus, the constructs tested in this study can be trusted to measure the intended variables, and the model used in this study as a whole can be considered reliable.

Structural model evaluation (inner model)

Structural model evaluation, or better known as inner model, aims to test the relationship between constructs in the research model. One of the indicators used to assess the quality of the structural model is R-Square (R^2), which describes how much variance in the dependent variable can be explained by the independent variable. R^2 also provides an overview of the strength of the relationship between the variables involved in the structural model. The results of the analysis are shown in Table 5.

Table 5. R-square (R^2)

Variable	R^2	Interpretation
Managerial effectiveness (ME)	0.476	The model can explain 47.6% of the variance in managerial effectiveness
Hotel Guest Satisfaction (HGS)	0.591	The model can explain 59.1% of the variance in visitor satisfaction

The results of the R^2 analysis in Table 5 show the extent to which the model can explain the variance in the two dependent variables analyzed, namely Managerial Effectiveness (ME) and Hotel Guest Satisfaction (HGS). Managerial Effectiveness (ME) with an R^2 value of 0.476, this model is able to explain around 47.6% of the variance that occurs in managerial effectiveness. This figure shows that the model provides a fairly good explanation, but there is still 52.4% of the other variance influenced by other factors that are not explained in this model. However, the R^2 value approaching 50% indicates that the factors in the model contribute significantly to managerial effectiveness.

Hotel Guest Satisfaction (HGS) produces an R^2 value of 0.591, this model can explain around 59.1% of the variance that occurs in hotel guest satisfaction. This shows that the model has a better ability to explain guest satisfaction compared to managerial effectiveness, with a greater contribution from the variables used in this model.

The results of the structural analysis (R^2) indicate that the model can provide adequate explanation of the variance in the dependent variables tested. The higher R^2 value for Hotel Guest Satisfaction (59.1%) indicates that the model is better able to explain the factors that influence visitor satisfaction compared to the Managerial Effectiveness (ME) variable (47.6%). Although there is unexplained variance, these results provide an illustration that the model used has a significant contribution in explaining the factors that influence both variables.

Testing the significance of relationships between variables through bootstrapping

Path significance testing in a structural model is conducted to assess how strong and significant the influence between variables in the research model is. One method commonly used to test path significance is bootstrapping, which produces a t statistic and a p-value for each path. The t statistic provides information about the strength of the relationship, while the p-value indicates the level of significance of the relationship. In general, a p-value less than 0.05 indicates a significant relationship, while a p-value greater than 0.05

indicates an insignificant relationship. The results of the analysis are presented in Table 6 below.

Table 6. Path significance test (path coefficients)

Path of Influence	Coeff. β	t-Statistics	p-Value	Information
Transformational Leadership → Managerial Effectiveness	0.359	3.42	0.002	Significant
Transactional Leadership → Managerial Effectiveness	0.421	4.18	0.000	Significant
Work Motivation → Managerial Effectiveness	0.312	2.89	0.005	Significant
Transformational Leadership → Hotel Guest Satisfaction	0.276	2.31	0.021	Significant
Transactional Leadership → Hotel Guest Satisfaction	0.234	1.94	0.052	Significant Marginal
Managerial Effectiveness → Hotel Guest Satisfaction	0.523	4.85	0.000	Significant

Based on the results of the path test in Table 6, the relationship between variables in the structural model being tested is clearly observed. The following is an explanation of each path being tested, namely:

a. Transformational Leadership → Managerial Effectiveness (Coefficient β = 0.359, t = 3.42, p = 0.002): The relationship between transformational leadership and managerial effectiveness shows significant results with a p-value much smaller than 0.05. The β coefficient of 0.359 indicates that the higher the transformational leadership, the higher the managerial effectiveness, with a significant level of influence. Thus, the hypothesis (H_1) proposed is proven, that there is a significant influence between transformational leadership and managerial effectiveness.
b. Transactional Leadership → Managerial Effectiveness (Coef. β = 0.421, t = 4.18, p = 0.000): The effect of transactional leadership on managerial effectiveness is also significant (p-value = 0.000). The β coefficient of 0.421 indicates a strong and positive relationship, meaning that transactional leadership increases managerial effectiveness in the organization. This means that the hypothesis (H_2) proposed is proven, that there is a significant effect between transactional leadership and managerial effectiveness.
c. Work Motivation → Managerial Effectiveness (Coef. β = 0.312, t = 2.89, p = 0.005): Work motivation is proven to have a significant effect on managerial effectiveness with a p-value of 0.005. The β coefficient of 0.312 indicates that increasing work motivation will increase managerial effectiveness. Thus, the hypothesis (H_3) proposed is proven, that there is a significant influence between transformational leadership on guest satisfaction.
d. Transformational Leadership → Hotel Guest Satisfaction (Coefficient β = 0.276, t = 2.31, p = 0.021): The relationship between transformational leadership and hotel guest satisfaction is also significant with a p-value of 0.021. This shows that transformational leadership has a positive influence on guest satisfaction, although with a relatively lower level of influence compared to other variables. This means that the hypothesis (H_4) proposed is proven that transformational leadership has a significant influence on guest satisfaction.
e. Transactional Leadership → Hotel Guest Satisfaction (Coefficient β = 0.234, t = 1.94, p = 0.052): The influence of transactional leadership on guest satisfaction shows marginally significant results (p-value = 0.052). Although very close to the significance limit of 0.05, this result shows that the effect is not strong enough to be considered significant at the 95% confidence level. This means that hypothesis (H_5) is not proven.

f. Managerial Effectiveness → Hotel Guest Satisfaction (Coefficient β = 0.523, t = 4.85, p = 0.000): Managerial effectiveness has a very significant effect on visitor satisfaction, with a p-value of 0.000. The β coefficient of 0.523 indicates that the higher the managerial effectiveness, the higher the satisfaction of hotel visitors. Thus, the proposed hypothesis (H_6) is proven or accepted.

The results of the path testing through bootstrapping show that most of the relationships between variables in this model are significant. Transactional and transformational leadership are proven to have a positive effect on managerial effectiveness and hotel guest satisfaction. Work motivation also contributes significantly to managerial effectiveness. Managerial effectiveness, in turn, has a significant impact on guest satisfaction. Meanwhile, the effect of transactional leadership on guest satisfaction is still marginal, so further research is needed to clarify the relationship.

The results of the mediation path test in the structural model using the indirect effects method. Mediation testing is carried out to determine whether managerial effectiveness can act as a mediator in the relationship between transformational leadership, transactional leadership, and hotel guest satisfaction. The results of the analysis are presented in Table 7.

Table 7. Significance test of mediation path (indirect effects)

Mediation Path	Indirect Effect	t-Statistics	p-Value	Information
Transformational Leadership → Managerial Effectiveness → Hotel Guest Satisfaction	0.188	3.12	0.003	Significant
Transactional Leadership → Managerial Effectiveness → Hotel Guest Satisfaction	0.222	2.88	0.004	Significant

Based on the results presented in Table 7, it is known that Transformational Leadership → Managerial Effectiveness → Hotel Guest Satisfaction (Indirect Effect = 0.188, t = 3.12, p = 0.003). This mediation path shows that transformational leadership not only has a direct effect on guest satisfaction, but also through managerial effectiveness. With a very small p-value (0.003), this path is proven to be significant, which means that managerial effectiveness acts as a mediator that strengthens the relationship between transformational leadership and hotel guest satisfaction. The indirect effect coefficient of 0.188 indicates that the influence of transformational leadership on guest satisfaction is strengthened through increased managerial effectiveness.

Transactional Leadership → Managerial Effectiveness → Hotel Guest Satisfaction (Indirect Effect = 0.222, t = 2.88, p = 0.004) also shows a significant effect (p-value = 0.004). The indirect effect value of 0.222 indicates that the influence of transactional leadership on hotel guest satisfaction occurs through increasing managerial effectiveness. Managerial effectiveness strengthens the relationship between transactional leadership and guest satisfaction.

The results of this mediation path test indicate that managerial effectiveness acts as a significant mediator in the relationship between leadership (both transformational and transactional) and hotel guest satisfaction. With a p-value of less than 0.05, both mediation paths can be considered significant. This provides empirical evidence that effective leadership, both transformational and transactional, affects guest satisfaction through increased managerial effectiveness.

Finally, the results of the Q^2 Predictive Relevance analysis, which is used to evaluate the model's ability to predict endogenous (observed) variables. The Q^2 value describes how well the model is able to predict the value of its target variable, which indicates the predictive power of the model. A Q^2 value greater than zero indicates that the model has predictive relevance, while a larger Q^2 value indicates a higher level of predictive relevance.

Table 8. Q^2 predictive relevance

Construct	Q^2	Interpretation
Managerial effectiveness (ME)	0.394	Relevant Predictions
Hotel guest satisfaction (HGS)	0.482	Very Relevant Predictions

Based on the analysis results of Table 8, it is known that Managerial Effectiveness has a Q^2 value of 0.394, indicating that the model has a relevant prediction for the construct of managerial effectiveness. With this value, the model is able to explain around 39.4% of the variation in the managerial effectiveness variable, which means that the model has a good ability to predict the value of managerial effectiveness. Although not very high, this value still shows that the model can provide fairly accurate predictions for the variable.

Hotel Visitor Satisfaction (HGS) produces a Q^2 value of 0.482, indicating that the model has a very relevant prediction for the construct of guest satisfaction. This means that the model can explain around 48.2% of the variation in hotel visitor satisfaction, indicating that the model has very good predictive ability for this variable. This value indicates that the model is able to provide stronger and more accurate predictions related to guest satisfaction.

The results of Q^2 Predictive Relevance show that this model has good predictive ability. With Q^2 values of 0.394 and 0.482 for managerial effectiveness and hotel guest satisfaction, respectively, this model can be considered relevant in predicting both variables. A higher Q^2 value for hotel guest satisfaction indicates that the model has a stronger prediction for this variable compared to managerial effectiveness, although both variables remain in the relevant category.

Discussion

This study underscores the strong relationship between leadership style, work motivation, managerial effectiveness, and guest satisfaction in sharia hotels in Kendari. The findings not only illuminate the internal organizational dynamics but also highlight sharia hotels' role in supporting the city's emergence as a halal tourism hub. By offering services rooted in Islamic values, these hotels cater to Muslim tourists seeking spiritual fulfillment alongside hospitality.

The significant influence of transformational leadership on managerial effectiveness ($\beta = 0.359$; $p = 0.002$) aligns with previous research indicating that leaders who inspire and attend to individual needs foster positive work environments and enhance service quality (Bass & Riggio, 2006; Abdelwahed et al., 2025). In sharia hotels, such leadership is especially effective due to its alignment with Islamic teachings, promoting spiritually fulfilling service experiences (Javed et al., 2020). Transformational leaders who consider employees' spiritual well-being help create religiously meaningful guest experiences.

In contrast, transactional leadership also improves managerial effectiveness (β = 0.421; p = 0.000), yet its impact on guest satisfaction remains limited (β = 0.234; p = 0.052). Focused on tasks and rewards, this leadership style enhances operational outcomes but lacks the emotional depth to satisfy guests' spiritual expectations. As Baquero (2022) and Khairy et al. (2023) argue, managerial success in Islamic hospitality requires more than technical execution—it must integrate religious values into service delivery.

Work motivation emerges as a critical factor influencing managerial effectiveness (β = 0.312; p = 0.005), consistent with Self-Determination Theory, which emphasizes the importance of autonomy, recognition, and internal drive (Deci & Ryan, 2000). In sharia hotels, motivated employees who feel morally valued are more likely to deliver high-quality service with sincerity, contributing to a distinctive Islamic atmosphere.

Managerial effectiveness itself significantly contributes to guest satisfaction (β = 0.523; p = 0.000), confirming prior findings that effective coordination and operations positively shape customer experiences (Alshatnawi & Mahmoud, 2021). When operational efficiency is combined with religious sensitivity, guest loyalty and satisfaction increase, reinforcing the broader goals of halal tourism.

Theoretically, this study contributes to leadership literature by exploring the interaction between transformational leadership, motivation, and value-based service delivery in a faith-driven context. It expands on the work of Rosidah et al. (2025), advocating for leadership development rooted in Islamic principles to elevate both employee engagement and guest satisfaction.

Practically, hotel managers in Kendari should integrate leadership approaches that emphasize both efficiency and spiritual alignment. This dual focus enables sharia hotels to meet Muslim travelers' expectations more holistically and enhances their competitiveness in the growing halal tourism market.

Finally, this study resonates with the Global Muslim Travel Index (GMTI, 2024), which identifies service quality as key to economic impact in Muslim-friendly destinations. Halal tourism strategies centered on leadership and service excellence not only boost customer loyalty but also strengthen local economies, as also emphasized by Han & Hyun (2018).

Conclusion

This study confirms the significant relationship between leadership style, work motivation, managerial effectiveness, and guest satisfaction in sharia hotels in Kendari, underscoring their collective role in advancing halal tourism in Indonesia. Transformational leadership has a pronounced positive effect on managerial effectiveness and service quality, which in turn enhances guest satisfaction. Leaders who inspire and address the spiritual needs of employees help foster a value-oriented work environment aligned with Islamic principles an aspect highly valued by Muslim travelers.

While transactional leadership also contributes to managerial effectiveness, its influence on guest satisfaction is relatively limited due to its lesser engagement with the emotional and spiritual dimensions of hospitality. Additionally, high levels of work motivation are shown to strengthen managerial effectiveness and service delivery, both of

which are essential for creating positive guest experiences. Managerial effectiveness reflected in coordination, communication, and operational excellence plays a mediating role in achieving service outcomes that meet or exceed customer expectations.

The novelty of this study lies in its contextualized exploration of value-based leadership within the sharia hospitality sector in Kendari, a city emerging as a hub for halal tourism. It contributes new insights into the interplay between transformational leadership, motivation, and guest satisfaction especially in relation to spiritual and emotional fulfillment, which remains underexplored in previous literature. However, given the study's geographic limitation to a single city, the findings should be interpreted cautiously and not generalized across broader regional or institutional settings without further validation. This opens pathways for future research to extend the spatial and cultural scope of inquiry.

Implications

Theoretically, this study enriches the literature on leadership in value-based organizations, especially in sharia hotels. The findings indicate that transformational leadership style and work motivation can improve service quality and guest satisfaction by adjusting religious values. This study also emphasizes the importance of Islamic value-based leadership training to create a positive work environment and improve service. Practically, these findings provide guidance for sharia hotel managers in Kendari to adopt a leadership style that not only focuses on operational efficiency, but also on creating an atmosphere that is in line with Islamic values. By integrating value-based leadership, work motivation, and managerial effectiveness, sharia hotels can improve service quality and competitiveness in the halal tourism market.

Recommendations for Further Research

While this study provides meaningful insights into the relationship between leadership, motivation, and guest satisfaction in sharia hotels, its geographical focus on a single city in Kendari and a sample of 176 employees limits the broader applicability of the findings. Future research should consider expanding the spatial scope by including sharia hotels from various regions across Indonesia or other Muslim-majority countries. Such comparative approaches would strengthen the external validity and deepen the understanding of regional variations in leadership effectiveness and guest satisfaction.

Further investigation is also recommended to explore the influence of transactional leadership on guest satisfaction by incorporating potential mediators or moderators such as organizational culture, internal communication, or employee religiosity. Additionally, the interplay between work motivation and employee satisfaction, and its downstream effect on service quality, deserves more focused attention. Utilizing larger and more demographically diverse samples will enhance statistical robustness and provide a more comprehensive view of the evolving dynamics within the halal hospitality industry.

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