



The Role of Motivational Strategy and Leadership in Improving Service Quality in Hospitals

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ABSTRACT This study aims to analyze the effect of Motivation Strategy and Leadership on Service Quality in hospitals, with Job Satisfaction as a mediating variable in the influence between Motivation Strategy, Transformational Leadership, and Transactional Leadership on Service Quality of medical personnel. This study uses a quantitative approach with non-probability sampling method and purposive sampling technique. The unit of analysis is medical personnel at military Hospital, with a sample size of 200 respondents. Data collection was done through questionnaires, and data analysis using Structural Equation Modeling (SEM) method with SMART PLS version 3.0. The results showed that of the 7 direct influence hypotheses, 4 hypotheses were supported, and 3 hypotheses were not supported. Meanwhile, of the 3 indirect effect hypotheses, 2 hypotheses are supported, and 1 hypothesis is not supported. Job Satisfaction is proven to be a mediating variable that strengthens the influence between Motivation Strategy, Leadership (Transformational and Transactional), and Service Quality. This study provides theoretical contributions in the field of strategic health management, as well as practical implications, such as the importance of leadership training, development of individual-based motivation strategies, and improving work environment support for medical personnel. The limitation of the study lies in the cross-sectional approach, which does not allow analysis of long-term changes. The originality of this study lies in the integration of Leadership (Transformational and Transactional) and Motivation Strategy variables in the context of a military hospital, by highlighting Job Satisfaction as a mediating variable. This study fills the gap of previous research by analyzing more deeply the influence between Leadership, Motivation, and Service Quality in the military hospital environment.

Keywords: motivation strategy, transformational leadership, transactional leadership, service quality, job satisfaction, hospital.

INTRODUCTION

The importance of Service Quality as a form of hospital performance is crucial in building the best service that reflects organizational performance. In this effort, human resource development (HRD) plays an important role in various types of organizations, be it private companies, government agencies, or non-profit organizations (Aziri, J., 2019).

Service Quality is one of the main factors that determine the success of institutions in various sectors, especially in the service industry. Recent research confirms that good service quality significantly affects customer satisfaction,

loyalty, and corporate image. This includes various dimensions such as reliability, responsiveness, assurance, empathy, and physical evidence that can be seen in direct interactions between service providers and customers (Parasuraman, Zeithaml, & Berry, 2021).

In the context of military hospitals, service quality also plays an important role in ensuring that the health care provided is effective and efficient, in accordance with the needs of military personnel who often require quick and targeted treatment. Hussain et al. (2019) asserted that services are carried out in a military hospital environment and are focused on the quality of service responsiveness, especially in handling emergency cases and the fulfillment of health facilities. In addition, empathy in the service is needed for building trust and patient comfort, especially among soldiers and their families, who often face severe physical and mental challenges located in public hospitals, examines the dimensions of empathy and trust in improving patient comfort, which are relevant for soldiers and their families in the context of military hospitals (Chahal & Mehta, 2020).

Healthcare Service Quality is a major factor in determining the effectiveness of medical services in hospitals. Leadership has an important role in improving Service Quality, especially through Transformational Leadership and Transactional Leadership styles. In the context of military hospitals, such as the Army Hospital, effective leadership is essential to ensure operational readiness and efficiency of health services for soldiers and their families.

Military hospitals implement Transformational Leadership because it has a positive influence in improving the motivation and performance of medical personnel. This leadership style encourages innovation, empathy, and commitment in a dynamic work environment. Based on research by Khan et al. (2021) and Nasir et al. (2022), Transformational Leadership is very effective in improving the quality of health services in hospitals, especially in facing the challenges of technological change and patient care.

Military hospitals apply Transactional Leadership also because it can play an important role in short-term management based on the reward and punishment system. Research by Wang et al. (2020) shows that Transactional Leadership can improve hospital operational efficiency by ensuring medical personnel compliance with procedures and service standards. Therefore, this study combines both leadership styles to see their effect on Service Quality at the Army Hospital.

In this research, the problem formulation is Leadership in different Contexts (whether the research examines various leadership styles for example, Transformational Leadership vs. Transactional Leadership and its impact on service quality), Influence of Moderating and Mediating Variables (the study may not have explored moderating or mediating variables that may influence the relationship between leadership and service quality), Role of Human Resources (HR) in Leadership Implementation (is there an in-depth study on how HR management plays a role in the implementation of leadership strategies to improve

service quality), Long-term Impact of Leadership on Service Quality (does the study measure the impact of leadership in the long term or only at a specific point in time) and Influence of Leadership on Service Quality from Patient Perspective (the study may focus more on internal or staff perspective rather than external or patient perspective).

The originality of this research lies in several key aspects that distinguish it from previous studies. First, this research identifies gaps in the measurement of variables that have been used in previous studies, especially in the context of hospitals. The main variables such as Transformational Leadership, Transactional Leadership, Motivation Strategy, Job Satisfaction, and Service Quality have been widely researched, but the measurements are still less relevant when applied in a military hospital environment. Therefore, this study updates the indicators used to better fit the operational conditions and specific challenges faced by Army hospitals by Hifnie & Patria (2021).

This research also developed a new model that is more relevant to the needs of improving Service Quality in hospitals. If previous studies used more standard models, this study developed and updated measurement indicators to be more applicable in the context of military hospitals. This is important because the quality of service in military hospitals not only affects general patients, but also the readiness and welfare of military personnel who need optimal health services by Jatmiko & Fauzi (2017).

METHOD

This study uses a quantitative correlational approach with causality-based hypothesis testing. This study was conducted cross-sectionally in the period November 1, 2024 to January 30, 2025. The focus of this study is on strategic management carried out by hospital leaders, ranging from Karumkit to Supervisors. The main data in this study is primary data collected through a questionnaire survey of hospital leaders.

The sample was selected using a non-probability sampling method with purposive sampling technique, namely the selection of respondents intentionally based on certain criteria. This research analysis measures the effect of independent variables on the dependent variable, either directly (direct effect) or through mediating variables (indirect effect).

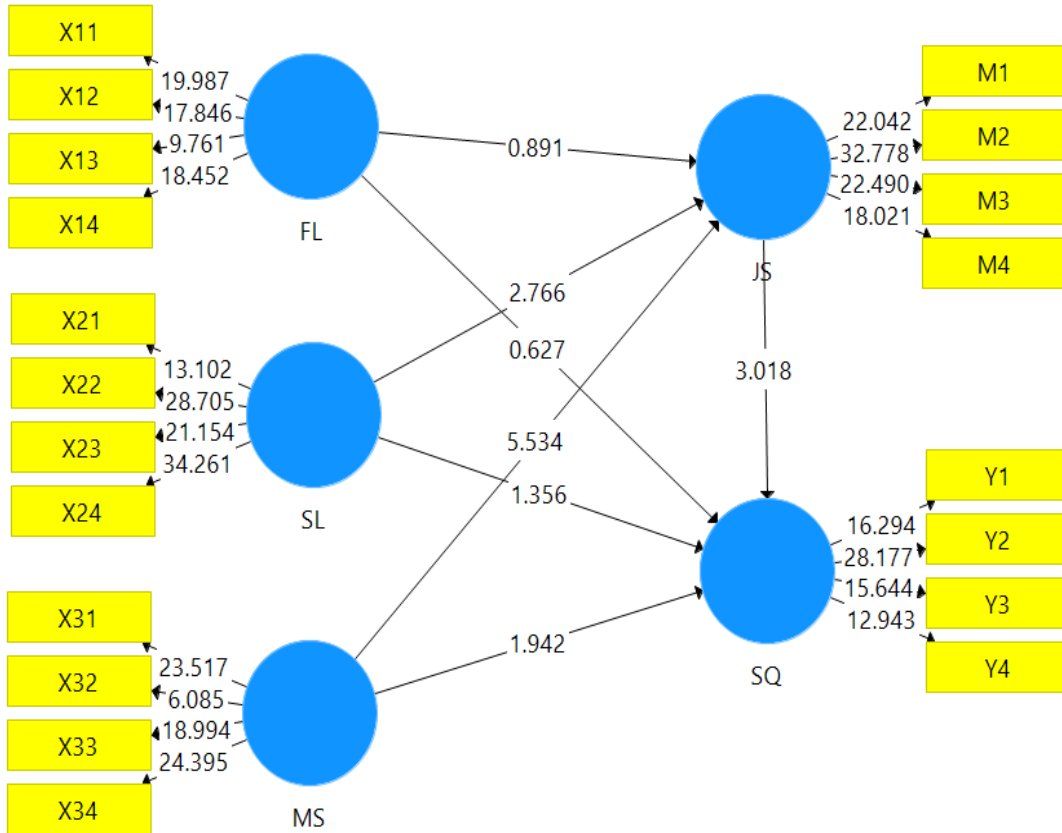
The data analysis method in this research consists of two analysis methods:

1. Analysis of each variable using descriptive statistics with averages (mean) with the SPSS version 26 tool.
2. Analysis of the influence between variables both direct and indirect effects using SEM PLS version 3.0.

Data analysis using structural equation modeling (SEM) aimed at evaluating hypotheses, because it has the ability to compare various factors that depend on

each other while explaining measurement error in the comparison process (Hair et al., 2018).

The following is presented the SEM-PLS inner model evaluation model which is presented in the following figure.



RESULTS AND DISCUSSION

Hypothesis Test Results

Hypothesis testing is carried out to identify and evaluate the effect of each independent variable on the dependent variable. This process is carried out using hypothesis testing procedures. According to Ghazali (2020), one of the methods used to evaluate the relationship between variables is through the bootstrapping procedure. This bootstrapping method, as explained by Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022), allows researchers to obtain two main statistical values, namely the t-statistics value (T-value) and the probability value (p-value).

Table 1. Direct Effect Hypothesis Test Results

Research Hypothesis	Coef.	P-Values	Description
H1: There is a Positive Effect of <i>Transformational Leadership</i> on <i>Service Quality</i>	0.045	0.265	Not Supported
H2: There is a Positive Effect of <i>Transactional Leadership</i> on <i>Service Quality</i>	0.165	0.088	Not Supported
H3: There is a Positive Influence of <i>Motivation Strategy</i> on <i>Service Quality</i>	0.257	0.026	Supported
H4: There is a Positive Effect of <i>Job Satisfaction</i> on <i>Service Quality</i>	0.382	0.001	Supported
H5: There is a Positive Influence of <i>Transformational Leadership</i> on <i>Job Satisfaction</i> .	0.063	0.187	Not Supported
H6: There is a Positive Effect of <i>Transactional Leadership</i> on <i>Job Satisfaction</i> .	0.278	0.003	Supported
H7: There is a positive influence of <i>Motivation Strategy</i> on <i>Job Satisfaction</i> .	0.535	0.000	Supported

Source: SmartPLS Processed Data (2024)

Based on the results of hypothesis testing on the direct variables presented in the table above, overall, the test results show that there are 4 (four) hypotheses stated to be supported, and there are 3 (three) hypotheses not supported. Referring to the Direct Effect Hypothesis Test Results table above shows that:

- a. **Hypothesis 1** states that Transformational Leadership has a positive influence on Service Quality. The hypothesis test results show a coefficient of 0.045 with a p-value of 0.265, which means that this hypothesis **is not supported**. Although the direction of the effect is positive, this result shows that transformational leadership does not have a significant influence in improving service quality in this study. The meaning of this result is that the application of Transformational Leadership in the context of this study has not been effective in improving Service Quality
- b. **Hypothesis 2** tests whether Transactional Leadership has a positive influence on Service Quality. With a coefficient of 0.165 and a p-value of 0.088, the results show that this hypothesis **is not supported**. Although the effect is positive, the p-value greater than 0.05 indicates that the relationship between transactional leadership and service quality is not significant in this study. In the context of this study, Transactional Leadership does not have a strong enough impact on Service Quality. This finding may indicate that other factors may be more instrumental in determining Service Quality than the Transactional Leadership style. In addition, this result may also reflect that in certain

environments, a more relationship-based or transformational leadership approach may be more effective in improving service quality.

- c. **Hypothesis 3** examines the effect of Motivation Strategy on Service Quality. The results showed a coefficient of 0.257 with a p-value of 0.026, which means that this hypothesis **is supported**. Since the effect is positive and significant, this indicates that the implementation of an effective motivation strategy in the organization can improve the Service Quality provided to customers or service users. In other words, the better the motivation strategy implemented, the higher the Service Quality perceived by customers. This confirms the important role of motivation in improving service performance, which in turn can contribute to customer satisfaction and organizational business sustainability.
- d. **Hypothesis 4** tests whether Job Satisfaction has a positive effect on Service Quality. The hypothesis test results show a coefficient of 0.382 with a p-value of 0.001, so this hypothesis is **supported**, indicating a positive relationship between Job Satisfaction and Service Quality, this shows that the higher the job satisfaction of employees, the better the quality of service they provide.
- e. **Hypothesis 5** states that Transformational Leadership has a positive influence on Job Satisfaction. With a coefficient of 0.063 and a p-value of 0.187, the results show that this hypothesis **is not supported**. Although the direction of the effect is positive, the relationship is not statistically significant. This means that in this study, transformational leadership does not have a meaningful influence on increasing employee job satisfaction.
- f. **Hypothesis 6** tests whether Transactional Leadership has a positive influence on Job Satisfaction. The hypothesis test results show a coefficient of 0.278 with a p-value of 0.003, so this hypothesis **is supported**. Since the effect is positive and significant, it suggests that Transactional Leadership can significantly increase Job Satisfaction, possibly through clearer reward and recognition mechanisms in the organizational structure.
- g. **Hypothesis 7** states that Motivation Strategy has a positive influence on Job Satisfaction. The results showed a coefficient of 0.535 with a p-value of 0.000, which means this hypothesis **is supported**. Because the effect is positive and highly significant, this indicates that a good Motivation Strategy can significantly increase employee job satisfaction. In addition, other studies have shown that Job Satisfaction, along with factors such as leadership and work environment, has a significant influence on job satisfaction.

The most dominant influence lies in hypothesis 7 (H7), namely the positive effect of Motivation Strategy on Job Satisfaction with an estimated value of 0.535. This proves that Motivation Strategy implemented in the organizational environment can increase employee job satisfaction, especially in terms of meeting their needs related to recognition, appreciation, and career development. With the right Motivation Strategy, employees feel more valued and empowered, which in turn increases their job satisfaction. This indicates that efforts made by

organizations to meet employees' motivational needs, such as providing rewards, training opportunities, and recognition for good performance, can significantly contribute to their job satisfaction.

The lowest value of the results of hypothesis testing on direct variables in the table above is in H1, namely the Positive Effect of Transformational Leadership on Service Quality, with an estimated value of 0.045. This proves that although Transformational Leadership has a role in improving Service Quality, its effect is still very low. This indicates that although transformational leadership has a role in improving service quality in hospitals, its influence is still very low. This indicates that the application of transformational leadership in hospitals has not been fully effective in driving improvements in the quality of medical and non-medical services.

Some factors that could explain this low influence include the lack of involvement of medical and non-medical personnel in the decision-making process, as well as limited opportunities for leaders to provide further support to hospital staff, lack of effective communication between hospital management and medical and other staff.

Table 1. Indirect Effect Hypothesis Test Results (*Indireict Eiffeict*)

Research Hypothesis	Coef.	P-Values	Description
H8: There is an influence of the mediating role of <i>job satisfaction</i> between <i>Transformational Leadership</i> and <i>Service Quality</i> .	0.024	0.227	Not supported
H9: There is an influence of the mediating role of <i>job satisfaction</i> between <i>Transactional Leadership</i> and <i>Service Quality</i> .	0.106	0.020	Supported
There is an influence of the mediating role of <i>job satisfaction</i> between <i>Movement Strategy</i> and <i>Service</i>	0.204	0.007	Supported

Source: SmartPLS Processed Data (2024)

From the results of indirect variable hypothesis testing presented in the table above, overall, the test results show that there is 1 (one) hypothesis declared unsupported, and there are 2 (two) supported hypotheses. Referring to the Indireict Eiffeict Hypothesis Test Results table above shows that:

- a. **Hypothesis 8** states that there is an influence of the mediating role of Job Satisfaction between Transformational Leadership on Service Quality. The hypothesis test results show a coefficient of 0.024 with a p-value of 0.227, which means that this hypothesis is **not supported**. Although the effect is positive, this relationship is not significant, so job satisfaction cannot act as a mediator in the relationship between transformational leadership and service quality in this study.
- b. **Hypothesis 9** tests whether there is an effect of the mediating role of Job Satisfaction between Transactional Leadership and Service Quality. The results

showed a coefficient of 0.106 with a p-value of 0.020, which means this hypothesis **is supported**. Since the effect is positive and significant, this suggests that job satisfaction can be an effective mediator in the relationship between transactional leadership and service quality, where good transactional leadership can increase employee job satisfaction, which in turn contributes to improving service quality.

- c. **Hypothesis 10** states that there is an influence of the mediating role of Job Satisfaction between Motivation Strategy on Service Quality. The hypothesis test results show a coefficient of 0.204 with a p-value of 0.007, so this hypothesis **is supported**. With a positive and significant influence, this shows that an effective motivation strategy can increase employee job satisfaction, which in turn has a positive impact on improving the quality of service provided.

The most dominant influence lies in hypothesis 8, namely There is a positive effect of Motivation Strategy on Service Quality mediated by Job Satisfaction with an estimated value of 0.204. This indicates that the Motivation Strategy implemented in the organization plays an important role in improving service quality through increasing employee job satisfaction.

The lowest value lies in hypothesis 8, namely the positive effect of Transformational Leadership on Service Quality mediated by Job Satisfaction with an estimated value of 0.024. This shows that despite efforts to improve service quality through a transformational leadership approach, the perceived influence is still very low. This indicates that transformational leadership has not been fully effective in improving employee job satisfaction which in turn can have an impact on improving service quality. Some factors that may be the cause include the lack of clear and open communication between leaders and employees as well as limited opportunities for employees to participate in important decision-making, which ultimately hinders the improvement of service quality.

Discussion of Research Results

Positive Effect of Transformational Leadership on Service Quality

The first hypothesis of this study examines the Positive Effect of Transformational Leadership on Service Quality. According to Northouse (2021), Transformational Leadership is an approach in which leaders seek to improve employee motivation, morale, and performance through inspiration and empowerment. This research shows that transformational leadership has great potential in improving service quality.

The test results show that the effect of Transformational Leadership on Service Quality is not supported (according to the table). This finding indicates that the application of transformational leadership in hospitals has not been running effectively so that it does not have a significant impact on service quality. This result is not in line with several recent studies which state that transformational leadership can have a positive impact on service quality. Research by Ferdiana et

al. (2023), Subrahmanyam et al. (2023), and Yolinza et al. (2023) show that transformational leaders are able to create a collaborative and innovative work culture, which ultimately improves patient satisfaction and hospital service efficiency.

Positive Effect of Transactional Leadership on Service Quality

The second hypothesis of this study examines the direct effect of Transactional Leadership on Service Quality. Based on the results of hypothesis testing in the table above, partially, it cannot be proven that Transactional Leadership has an effect on Service Quality. Thus, it can be concluded that Hypothesis 2 is not supported or in other words, Transactional Leadership does not have a positive influence on Service Quality. This indicates that the implementation of Transactional Leadership in hospitals has not gone well so that it is unable to have a significant impact on Service Quality. Transactional Leadership focuses on a leadership approach based on rewards and punishments, and emphasizes the role of the leader as a supervisor of subordinate task implementation (Northouse, 2021). In this leadership theory, leaders emphasize compliance with rules and procedures rather than encouraging innovation or emotional connection with employees.

The results of this study are supported by research conducted by Ameliyany et al. (2023), which states that Transactional Leadership has no effect on service quality. In his research, it was found that a Transactional Leadership style that is too rigid can inhibit employee creativity, which in turn has an impact on reducing the ability to provide quality service in hospitals. Darmawan et al. (2022) also revealed that Transactional Leadership that is too focused on aspects of formality tends to create a monotonous and less innovative work environment, thus affecting the resulting Service Quality.

Positive Effect of Motivation Strategy on Service Quality

The third hypothesis of this study examines the direct effect of Motivation Strategy on Service Quality. Based on the results of hypothesis testing in the table, it can be proven that there is a significant positive influence between motivation strategy on Service Quality, so this hypothesis is supported. This finding shows that the proper application of Motivation Strategy can improve service quality in hospitals. Thus, it can be concluded that the development and implementation of an effective Motivation Strategy can have a significant positive impact on Service Quality in hospitals.

Motivation strategy or Motivation Strategy focuses on efforts to improve employee morale and satisfaction, which in turn will affect their performance. This is in line with research by Luthans (2023), which states that a well-designed motivation strategy can increase morale and motivate employees to provide higher quality services. According to Robinson et al. (2022), an adequate motivation strategy can strengthen employee engagement and improve service performance, especially in the health sector which is highly dependent on employee performance and dedication in providing services to patients.

Positive Effect of Job Satisfaction on Service Quality

The fourth hypothesis of this study examines the direct effect of job satisfaction on Service Quality. Based on the results of hypothesis testing in the table, it can be proven that job satisfaction has a positive influence on Service Quality, so this hypothesis is supported. This shows that the higher the level of employee job satisfaction, the higher the quality of service they provide. Thus, it can be concluded that job satisfaction has an important role in improving Service Quality in hospitals.

Job satisfaction is a psychological condition that occurs when employees feel happy and satisfied with their jobs. According to Spector (2022), job satisfaction is directly related to employee commitment and motivation, which in turn can affect the quality of service provided to customers or patients. Research by Zhao et al. (2024) showed that employees who are satisfied with their jobs tend to provide better services, have better interactions with patients, and exhibit more positive behaviors within the organization. This is in line with the findings by Feng et al. (2021), stating that job satisfaction contributes significantly to service quality in hospitals by increasing employee dedication to providing high quality care.

Positive Effect of Transformational Leadership on Job Satisfaction

The fifth hypothesis of this study examines the direct effect of transformational leadership on job satisfaction. Based on the results of hypothesis testing in table 4.19, partially, it can be concluded that transformational leadership does not have a significant positive effect on job satisfaction. This hypothesis is not supported. This finding indicates that although transformational leadership is generally recognized as increasing job satisfaction, in the context of this study, other more dominant factors may also affect employee job satisfaction in the organizational environment.

Transformational leadership is a leadership style that inspires and motivates subordinates to achieve higher goals, and supports their personal development. Although many studies suggest that transformational leadership contributes to increased job satisfaction (Bass, 2021), the findings in this study suggest that in the environment where this research was conducted, factors such as ineffective communication, lack of recognition for employee achievements, and the absence of sufficient development opportunities, may hinder the positive influence of transformational leadership on job satisfaction.

Positive Effect of Transactional Leadership on Job Satisfaction

The sixth hypothesis of this study examines the direct effect of transactional leadership on job satisfaction. Based on the results of hypothesis testing in the table, it can be proven that transactional leadership has a positive influence on job satisfaction. Thus, this hypothesis is supported. This finding shows that the transactional leadership style applied by leaders can increase employee job satisfaction. Transactional leadership, which focuses more on rewards and punishments as part of the relationship between leaders and employees, is proven

to increase job satisfaction in the organizational environment. This is in accordance with research by Bass (2020), which states that transactional leadership can create a clear and structured atmosphere in the organization, which in turn increases employee job satisfaction.

Positive influence of Motivation Strategy on Job Satisfaction

The seventh hypothesis of this study examines the direct effect of motivation strategy on job satisfaction. Based on the results of hypothesis testing in the table, it can be proven that motivation strategy has a positive effect on job satisfaction, so this hypothesis is supported. This shows that the proper application of Motivation Strategy can increase employee job satisfaction, which in turn contributes to improving work quality and organizational performance. This finding is in line with the theory which states that a good motivation strategy can encourage employees to feel more satisfied with their work, which then has an impact on loyalty and higher productivity.

Motivation strategy involves various methods designed to increase employee morale and satisfaction. According to Ryan and Deci (2020), a good motivation strategy, such as providing appropriate rewards and recognizing employee achievements, can significantly increase job satisfaction. This shows that employees who feel valued and encouraged to develop tend to have higher levels of job satisfaction.

The mediating role of Job Satisfaction between Transformational Leadership and Service

The eighth hypothesis of this study examines the direct effect of transformational leadership on Service Quality mediated by job satisfaction. Based on the results of hypothesis testing in the table, it is found that this hypothesis is not supported. This means that the effect of transformational leadership on Service Quality mediated by job satisfaction is not proven significant in the context of this study. Although transformational leadership is expected to improve service quality through increasing employee job satisfaction, the results of this study indicate that job satisfaction does not successfully mediate the effect of transformational leadership on the quality of services provided.

This finding is in line with several previous studies which also did not find a significant effect between transformational leadership and job satisfaction in improving Service Quality.

The mediating role of Job Satisfaction between Transactional Leadership and Service

The ninth hypothesis of this study examines the effect of transactional leadership on Service Quality mediated by job satisfaction. Based on the results of hypothesis testing in the table, it is found that transactional leadership positively affects Service Quality which is mediated by job satisfaction. Thus, it can be concluded that Hypothesis 9 is supported. The effect of transactional leadership on Service Quality mediated by job satisfaction is positive and significant. This means

that the more effective the transactional leadership style applied in the organization, the higher the level of employee job satisfaction, which in turn has a positive impact on improving the quality of service provided.

The results of this study are in line with research conducted by Hughes et al. (2021) which explains that transactional leadership can increase job satisfaction which in turn has a positive effect on Service Quality.

The mediating role of Job Satisfaction between Motivation Strategy and Service

The tenth hypothesis of this study examines the direct effect of motivation strategy on Service Quality mediated by job satisfaction. Based on the hypothesis test results in the table, the results show that motivation strategy affects Service Quality positively mediated by job satisfaction. Thus, it can be concluded that Hypothesis 10 is supported. The effect of motivation strategy on Service Quality mediated by job satisfaction is positive and significant. This means that the better the Motivation Strategy implemented by an organization, the higher the level of employee job satisfaction, which in turn will improve the quality of service provided by the organization.

The results of this study are in line with research conducted by Luthans et al. (2023), which states that motivation strategy plays an important role in increasing job satisfaction which then contributes to improving Service Quality. Research by Zhang et al. (2022) also supports these findings, explaining that high job satisfaction as a result of implementing the right Motivation Strategy can improve service quality in the health sector.

CONCLUSION

The general conclusion in the study is that there are direct hypotheses and indirect hypotheses. Of the 10 hypotheses, there are 7 direct hypotheses and 3 indirect hypotheses. With research findings showing that there are 6 (six) hypotheses whose test results are supported and 4 (four) hypotheses with unsupported test results. The hypothesis that shows unsupported test results is the positive influence of Psychology on organizational performance. The results of hypothesis testing show that employee motivation plays an important role in improving service quality in hospitals. One of the real implementations applied by TNI hospitals is the implementation of Motivation Strategy which focuses on recognition of employee achievements and development of professional competencies. Furthermore, the study also revealed that the mediating role of Motivation Strategy significantly strengthens the influence of transformational leadership on service quality. Effective implementation of transformational leadership is able to create a collaborative work environment, support innovation, and ensure consistent service quality in accordance with patient needs and organizational goals. With reference to the limitations of the study as well as the objectives of this study which aimed at analyzing the effect of Transformational Leadership, Transactional Leadership, Motivation Strategy on Service Quality

mediated by Job Satisfaction, recommendations that can be proposed for future research in the future include: For future research, it is recommended to further develop this research model by bringing up or involving more other exogenous variables that are suspected, either directly or indirectly, to have a relationship or relationship with the problems studied in this study, especially variables related to Service Quality, such as patient satisfaction variables, employee commitment, training, and quality of human resources. As stated by Sinambela et al. (2022), that service quality is influenced by leadership, work environment, and employee competence, while Yolanda et al. (2022) said that service quality is also influenced by patient satisfaction, appreciation, and organizational culture. Osibanjo et al. (2018) raises work ethic as a variable that affects service quality, as well as research by Obiageli et al. (2015) and Mmakwe et al. (2018) which concluded that work-life balance has a significant influence on employee outcomes that have implications for service quality.

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