

The Effect Of Leadership Style On Work Motivation, Work Satisfaction And Performance Of Employees And Its Implication On The Quality Of I.A. Moeis Hospital

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ABSTRACT : *The purpose of this research was to analyze and explain the influence of transformational leadership on work motivation, job satisfaction, the performance of employees and service quality. To analyze and explain the influence of transactional leadership on work motivation, job satisfaction, the performance of employees and service quality. To analyze and explain the influence of work motivation on job satisfaction, performance of employees and service quality. To analyze and explain the influence of job satisfaction on performance of employees and service quality. To analyze and explain the influence of performance on service quality of the I.A. Moeis Hospital. The design of this research was explanation research. The type of this research was observational research with cross sectional study design. The method was used to collect the data in this research was survey method. The population of this research was 420 of civil servants employees. In this research, the sample that was used slovin formula and the number of sample was 205 employees. This research used Structural Equation Modeling - Partial Least Square (SEM-PLS) approach to analyze the data. The results of this research could be concluded as follows: transformational leadership has a significant effect on the work motivation and job satisfaction, transformational leadership has no significant effect on the performance of employees and service quality. transactional leadership has a significant effect on the work, transactional leadership has no significant effect on job satisfaction, performance and service quality, work motivation has a significant effect on job satisfaction, performance and service quality. Job satisfaction has a significant effect on the performance and service quality. Performance has a significant effect on the service quality.*

KEYWORDS : *leadership style, transformational leadership, transactional leadership, work motivation, work satisfaction, work performance, service quality, hospital services.*

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I. INTRODUCTION

Patients expect a service that is ready, fast, responsive and comfortable to the complaints of the disease and in meeting the needs of these patients, excellent service is the main activity in hospital services. Excellent service at the Hospital will be achieved if all employees has special skills such as understanding the product in depth, looking attractive, being friendly, friendly and responsive to patients, mastering the work, communicating effectively and being able to respond to patient complaints professionally.

Excellent service strategy that every hospital must carry out a comprehensive quality approach that is oriented to patient satisfaction. Patient satisfaction depends on the service quality received. Patient satisfaction starts from the first time the patient arrives, until the patient leaves the hospital. Services are formed based on five principles of service quality, namely speed, responsiveness, accuracy, friendliness and service convenience. Leadership variables are one of the variables that are very interesting and become one of the center of attention in an organization. Therefore in many studies in the field of human resources we find a lot of research that focuses on the role of leadership factors in organizations.

Researchers and practitioners define leadership according to individual perspectives and aspects of the phenomena that interest them most. So the notion and definition of leadership concludes that "... there are almost as many definitions of leadership as the number of people who have tried to define the concept." This opinion is supported by Hughes, et al. (2002: 231) that differences in the definition of leadership due to differences in the way of researching, variations in measuring instruments, and differences in aspects of leadership itself, while according to Yukl (2008: 72) these differences are caused by various aspects, including: aspects of who uses influence, goals what you want to get from that influence, how the effect is used, and the results of the effort to use that influence.

Likewise in the context of organizations such as hospitals, the definition of leadership also has a different understanding. This difference is caused by different perspectives, differences in leader's relationships and followers and the situation and environment behind them. In the military context the relationship between leader and follower is known as the relationship between "leadership and employees." The form of the relationship is direct, meaning that the command of a leader is something that must be implemented without refusing. So many writers and leadership practitioners conclude that leadership in organizations such as hospitals can also be called dictatorial and autocratic leadership. Leadership with a new approach is needed to deal with changes that are very fast, both internally and outside the institution. Thus, transformative leadership is needed, namely leadership that is able to develop innovative movements, able to empower staff and organizations into a change of way of thinking, develop vision, understanding and understanding of organizational goals and lead to unremitting or continuous change with processing work activities by utilizing talent, expertise, ability of ideas and experience so that each employee feels involved and responsible for completing the work.

IA Moeis Hospital wants to improve the quality of its services, of course need to pay attention to what is desired for patient satisfaction, for reliability for example: patient acceptance procedures that are easy, fast, responsiveness such as: fast actions when patients need, assurance such as: Security guarantee for service and trust in service, empathy such as: attention to patient complaints, and tangible such as adequate public infrastructure (public telephone, canteen, parking lot, ATM machines, and places of worship). The selection of the location of this study is based on the consideration of the high level of competition in the hospital service industry, as well as the need for improved service performance through quality services that can provide satisfaction for service users and patients of the IA Moeis Hospital.

Transformational leadership towards work motivation

According to Judge and Piccolo (2004) in Washington (2007), transformational leadership has been proven to be the most popular topic of leadership research, where many studies have been carried out in transformational leadership compared to other popular combinations of leadership theories. The version of transformational leadership research was developed by Bass (1990), which stated that transformational leadership: occurs when leaders broaden and elevate the interests of their employees, when they generate mission and the group's goals and when they stir their employees to look beyond their self-interest for the good of the group. In his journal Parry and Thomson (2002) cite the opinions of other researchers who state that transformational leadership is most studied in the 1990s and has been shown in various contexts related to higher socio-moral reasoning, increasing motivation, improving business performance, and reduce work accidents. Transformational leadership is primarily distinguished from other leadership theories because the theory is centered on developing followers (Avolio, 1999).

One can be said to be a transformational leader if measured from its relationship to the influence of leaders on subordinates which is based more on trust and commitment than the contractual agreement. Transformational leaders help followers see the importance of achieving group or organizational vision and mission beyond their own interests. With trust, admiration, loyalty and respect from followers towards the leader, it is hoped that it will create a positive and strong influence on motivation and achieving goals on followers, according to Gardner and Avolio (1998); Klein and House (1995); in Jung and Avolio (1999).

Hypothesis 1 : Transformational leadership influences the work motivation of employee in IA Moeis Hospital.

Transformational leadership towards job satisfaction

Transformational leadership influences job satisfaction. In transformational leadership, leaders influence followers by generating strong emotions, transforming values by acting as coaches, teachers or mentors, leaders always encourage subordinates to use a new approach to doing work, leaders are always listening and caring, encouraging, and giving experience to his followers to be more accomplished. This will increase trust, admiration, loyalty and respect for leaders, which ultimately can create changes in a better direction so as to create employee productivity and ultimately create job satisfaction (intrinsic job satisfaction).

Transformational leadership, leaders also provide inspiration to accomplish more difficult goals, solve problems in new ways, improve subordinates' abilities. Using inspiration, charismatic, individual attention or intellectual stimulation, leaders help followers become more confident in achieving existing goals and working in a direction that will lead to achieving higher goals. This will result in subordinate satisfaction. Subordinate satisfaction is related to the feelings of subordinates towards the organization's expectations, for example regarding the amount of rewards, leadership, patterns of supervisors and others (Luthans, 2006: 590). Yukl (2008: 302) concludes the essence of transformational leadership is to empower its followers to perform

effectively by building their commitment to new values, developing their skills and beliefs, creating a climate conducive to the development of innovation and creativity.

Hypothesis 2 : Transformational leadership influences job satisfaction of employee in I.A Moeis Hospital.

Transformational leadership on performance

Some research evidence that has accumulated concludes, that this type of transformational leadership influences employee performance in many ways that are quantitatively and qualitatively different from other types of leadership for example transactional leadership. Bass at Waldman et al. (1987) said that transformational leadership will have a greater impact than transactional leadership on subordinate performance. By building inspiration and confidence related to transformational leadership, it can be expected that business and performance exceeds what the boss has set. This will be reflected in a higher performance evaluation given to subordinates who consider their leaders transformational.

Bass (2008: 402) also argues that transformational leaders can use three components (charisma, individual consideration, and intellectual stimulation) to change employee motivation and improve unit performance more than what was expected. The empirical evidence also concludes that transformational leadership and its components are positively related to performance in different research areas, namely: field studies (Curphy, 1992; Howell and Merenda, 1999; Howell and Avolio, 1993; Keller, 1992), historical research (Howell and Merenda, 1999), laboratory research (Howell and Merenda, 1999), and meta-analysis studies (Howell and Merenda, 1999). More than 35 studies on leadership influence concluded that there was a positive relationship between transformational leadership and employee performance (Patrick and Locke, 1996; Suharto, 2005). While Shamir, House and Arthur (1993) argued that more than 20 studies found a positive relationship between charismatic leaders or transformational leadership on employee performance, attitudes and perceptions.

Hypothesis 3 : Transformational leadership influences performance of employee in I.A Moeis Hospital.

Transformational leadership on service quality

Goetsch and Davis (2002) define service quality as a dynamic condition that deals with products, services, people, processes and the environment that meet or exceed customer expectations. Accounts Commission identifies 10 factors that determine service quality, namely (1) access, namely convenience and comfort obtain services (2) communication, that is, keep consumers always informed in languages that are understood and heard by consumers, (3) competencies that have the skills and knowledge of services provided, (4) respect, which includes politeness, respect, consideration and friendliness from all levels of staff, (5) credibility which includes trust, reputation and image (6) reliability, providing consistent, accurate and reliable services, and providing services as promised (7) responsiveness, is having the willingness and readiness to provide service when needed (8) security, including financial security, confidentiality (9) physical evidence, covering physical aspects of services such as equipment, facilities, staff and appearance, (10) understanding consumers, namely knowing the personal needs of consumers and recognizing consumer repetition (Hutasoit, 2011: 66).

Service quality is very important and becomes a barometer of all measuring the success of a leader in moving and directing all the potential in the organization he leads. Success in realizing excellent public service and quality will clearly have an impact on increasing public support and trust in the success of the work program which is the main goal of its leadership through public services. Second, public services that must be given by the government to the community, making leaders must constantly motivate subordinates who at all times directly contact the community. The success of subordinates in providing quality services to the community is also the success of their leaders, and vice versa. Third, with the increasing public awareness in interacting with public organizations, leaders must be accountable, have high integrity and be transparent, remembering that in an atmosphere of reform everything can be seen quickly and openly. Therefore, the leadership that is needed today is the leader who is responsible for the tasks it carries with high integrity and transparency.

Hypothesis 4 : Transformational leadership influences service quality in I.A Moeis Hospital.

Transactional leadership towards work motivation

Transactional leadership contributes to the performance of its employees through: clarifying what is expected by employees, prioritizing the goals and objectives of the company, explaining how to achieve what is expected, explaining the criteria of effective performance that will be evaluated, providing feedback when Individuals or the group reaches the goal, and allocates rewards if the employee is successful in meeting the company's goals. Bass in Yukl (2010) argues that the relationship between transactional leaders and employees is reflected in three things: the leader knows what the employee wants and explains what they will get if the work is in line with expectations; leaders exchange efforts made by employees with rewards; and leaders responsive to the personal interests of employees as long as those interests are proportional to the value of the work that has been done by the employee.

Washington (2007) cites the opinion that transactional leadership is described as an exchange process where leaders recognize the needs of followers and then define the appropriate exchange process to meet both the needs of followers and expectations of leaders (Bass, 1985). Such leadership is characterized as a risk avoidance (Yammarino et al. 1993) and depends on hierarchical authority, fulfillment of duties, and rewards and penalties. (Tracey and Hinkin, 1998). Transactional leadership can produce obedient followers. However, because transactional leaders generally emphasize giving followers something their money wants as a substitute for something the leader wants, transactional leadership does not increase enthusiasm and great commitment from followers (Bass, 1985).

Avolio, et al. (1999) in Parry and Thomson (2002), argues that transactional leadership includes four components, namely contingent reward, management by exception-active (MBEa), management by exception-passive, and laissez-faire leadership. Bass (1990) in Robbins and Judge (2011) suggests the elaboration of each component of transactional leadership as follows: contingent reward, namely the occurrence of contract exchange for rewards against effort, promising rewards for performance, and recognizing achievement. Management by-exception-active (MBEa), which is searching for and keeping from deviation from rules, standards, and taking corrective steps. Management by exception-passive (MBEp), intervenes only when standards are not achieved, and laissez-faire is to release responsibility and avoid decision making.

The main focus of the transactional leader is to set goals, clarify the link between performance and rewards, and provide constructive feedback to keep followers on duty (Bass, 1990) in Jung and Avolio (1999). Active transactional leadership emphasizes giving awards to subordinates to achieve the expected performance. Therefore, proactively, a leader needs information to determine what his subordinates currently need.

Hypothesis 5 : Transactional leadership influences the work motivation of employees in I.A Moeis Hospital.

Transactional leadership on job satisfaction

Transactional leadership influences employee job satisfaction. In transactional leadership, leaders identify the desires or choices of subordinates that will help employees to identify their work adequately so that employees will feel the direction or instructions to determine the planning and procedures of the work to be completed.

The leader guides or motivates followers / subordinates to set goals by clarifying roles and tasks. This will increase creativity and the use of all potential abilities possessed by employees to achieve the best performance, so that employees will psychologically feel satisfied with the work done (Gibson et al. 1997: 84). Furthermore, the potential capabilities of employees to achieve the best performance, in the end employees will get rewards from the organization so that employees psychologically will feel good with their leaders and the rewards obtained.

Rewards can be obtained in the form of salary increases, promotions, jobs or tasks desired, a better work schedule, or more rest time (Yukl in Bass, 1990: 327). According to Gibson et al. (1997: 84) transactional leaders identify the desires or choices of subordinates and help them achieve performance that produces rewards that can satisfy subordinates.

Hypothesis 6 : Transactional leadership influences job satisfaction of employees in I.A Moeis Hospital.

Transactional leadership on performance

Transactional leadership influences employee performance because leaders who identify subordinates' desires or choices will help employees to obtain direction in doing adequate work, they will be able to take actions in accordance with the direction so as to produce the desired outcome and choose from the various desired actions or tasks. All of this will ultimately improve employee performance both in quality and quantity. The results of research conducted by Suharto (2005) stated that transactional leadership has a positive and significant effect on the performance of subordinates.

Hypothesis 7 : Transactional leadership influences performance of employees in I.A Moeis Hospital.

Transactional leadership on service quality

Complaints and complaints regarding the implementation of public services continue to color the world of public services. For people who have money or are categorized as capable, they prefer to use certain service bureaus to help settle matters with a public service unit. The presence of the service bureau for some people is a source of employment, but for the government as a service provider is an indicator of the failure of the government in providing quality services.

Goetsch and Davis (2002) define service quality as a dynamic condition that deals with products, services, people, processes and the environment that meet or exceed customer expectations. Accounts Commission identifies 10 factors that determine service quality, namely (1) access, namely convenience and comfort obtain services (2) communication, that is, keep consumers always informed in languages that are

understood and heard by consumers, (3) competencies that have the skills and knowledge of services provided, (4) respect, which includes politeness, respect, consideration and friendliness from all levels of staff, (5) credibility which includes trust, reputation and image (6) reliability, providing consistent, accurate and reliable services, and providing services as promised (7) responsiveness, is having the willingness and readiness to provide service when needed (8) security, including financial security, confidentiality (9) physical evidence, covering physical aspects of services such as equipment, facilities, staff and appearance, (10) understanding consumers, namely knowing the personal needs of consumers and recognizing consumer repetition (Hutasoit, 2011: 66).

Service quality is very important and becomes a barometer of all measuring the success of a leader in moving and directing all the potential in the organization he leads. First, public services have been the domain where hospitals represented by the government interact with non-government institutions. In this realm there is a very intensive struggle between the government which is directly represented by the style or behavior of public leadership who are obliged to provide public services to their citizens. The poor practice of implementing the quality of public services will make it easier for citizens and the wider community to provide an assessment of the good or bad style or behavior of their leaders.

Success in realizing excellent public service and quality will clearly have an impact on increasing public support and trust in the success of the work program which is the main goal of its leadership through public services. Second, public services that must be given by the government to the community, making leaders must constantly motivate subordinates who at all times directly contact the community. The success of subordinates in providing quality services to the community is also the success of their leaders, and vice versa. Third, with the increasing public awareness in interacting with public organizations, leaders must be accountable, have high integrity and be transparent, remembering that in an atmosphere of reform everything can be seen quickly and openly. Therefore, the leadership that is needed today is the leader who is responsible for the tasks it carries with high integrity and transparency.

Hypothesis 8 : Transactional leadership influences service quality in I.A Moeis Hospital.

Work motivation for job satisfaction

Herzberg argues that if managers want to motivate their subordinates, what needs to be emphasized are the factors that give rise to satisfaction, namely by prioritizing motivational factors that are internal (Noermijati, 2010). Also as found by Octaviana (2011), Purnomowati (2006), Brahmasari and Suprayetno (2008) that motivation greatly influences job satisfaction and Noermijati (2008) suggests that intrinsic / motivator factors influence the satisfaction of operational managers.

Hypothesis 9 : Work motivation influences job satisfaction of employees in I.A Moeis Hospital.

Work motivation towards performance

Saleem et al. (2010) describe motivation as the driving force that makes a person have the desire to do the best from what they do. The best known motivation theory is Abraham Maslow's needs hierarchy theory in (Robbins, 2015; 128). Maslow stated that within each human being there is a hierarchy of five needs, namely physiological needs, security, social needs, appreciation, and self-actualization. There are two elements that influence motivation according to Luthans (2006: 282) namely motivational motivation is a driver for achievement that comes from within a person or intrinsic nature.

Hygiene or maintenance motivation is a factor that is sourced from someone's self or extrinsic. Ayub and Rafif (2011) in their research stated that there was a positive relationship between job motivation and job satisfaction. The same thing was expressed by Saeed et al. (2013) which states that extrinsic motivation has a positive relationship with job satisfaction. While Gungor (2011) states that intrinsic motivation and extrinsic motivation have a positive impact on employee performance. In line with previous research, Musriha (2011) stated that work motivation significantly affects employee performance. Anyim et al. (2012) in his research stated that employee motivation is an effective strategy to improve the performance of employees in the organization

Hypothesis 10 : Work motivation influences performance of employees in I.A Moeis Hospital.

Motivation for service quality

Motivation questions how to direct the power and potential of subordinates, so that they are willing to cooperate as productive as possible, succeed in achieving and achieving the goals that have been determined. Motivation is important because it motivates those who cause, channel and support human behavior so that they want to work hard and enthusiastically achieve the desired results. This can be seen from the opinion of Robbins (2003: 138) which states that motivation is a driving force that causes a member of the organization to be willing and willing to mobilize skills in the form of skills or energy skills and the time to carry out various

activities which are his responsibility and fulfill his obligations. in order to achieve the goals and objectives of a predetermined organization.

The existence of motivation becomes the driving force for a person or individual to do something and it can be achieved when a person's needs can be met. Robbins (2003: 95) explains that work motivation is the provision of driving force that creates the excitement of one's work so they are willing to work together, work effectively and integrated with all their efforts to achieve satisfaction. An important driving factor that causes people to work is the need to be met. Work motivation is a variety of efforts carried out by humans in fulfilling their wants and needs. However, so that the wishes and needs can be fulfilled is not easy to obtain if without maximum effort. In fulfilling their needs, someone will behave according to the motivation someone will behave according to the drive that is owned and what underlies his behavior.

Motivation has an important role in a person because someone can move and be encouraged if their needs are met. This research combines motivation with service quality. Park and Rainey in Jeon and Robertson (2013: 11) stated that "public service-oriented motivation". This means that public services are motivational oriented. Furthermore Frederickson and Hart (1985) in Jeondan Robertson (2013: 4) states that affective motivation causes individuals to work in the public sector when they are emotionally convinced of the importance of public services. Seeing this opinion, motivation has a causal relationship with the quality of public services. This gives meaning so that it can be said that to improve service quality, motivation is needed from service providers.

Hypothesis 11 : Work motivation influences of service quality in I.A Moeis Hospital.

Job satisfaction with performance

Job satisfaction affects employee performance because employees who have high job satisfaction with their work will be able to do work calmly, deal with problems quickly, and have mature psychological maturity in work so that the quality and quantity of work produced will be in accordance with predetermined standards and in turn all this will improve employee performance.

This is supported by the findings of a study conducted by Bagia (2005) which concluded that job satisfaction has a positive and significant effect on employee performance. Research on job satisfaction tends to focus on its effects on performance. The relationship between job satisfaction and performance actually departs from Robbins (2008) statement: "employees who are happy (satisfied) are productive employees". The reason is that satisfied workers tend to want to be more involved in work so that they are more productive. Similar opinion was also stated by Dessler in Wibowo (2007), who stated that employees who obtain job satisfaction are usually better off than employees who do not get job satisfaction. Employees who get job satisfaction become more motivated to work with high performance.

Hypothesis 12 : Job satisfaction influences performance of employee in I.A Moeis Hospital.

Job satisfaction with service quality

Kotler (2001: 67) the reason why a hospital has to be marketed is because: the legal and ethical climate is changing rapidly, a large supply of professionals, increasing dissatisfaction with professionalism and technological progress. Hospital life in the future will depend on its ability to respond to the needs of consumers through quality services. The existence of competition between hospitals is getting tougher, so the improvement of the quality of hospital services is very important.

Competition occurs not only in terms of equipment technology but competition in providing quality health services. The quality of hospital health services is reflected as a health service in order to meet the needs of consumers as users of hospital services. The services provided are combined with the resources owned by the hospital which begins with prospective patient care (pre-healing), during tre

Patients will feel satisfied if the expectation of health services they receive meets the desired quality standards. Exposure of patients and hospital consumers will increase the stronger royalty brand. Hospital services include physical facilities, care facilities, and various supporting facilities available at the hospital. For hospital management, knowing the desires and needs of consumers is the main thing, for that management needs to get input from consumers in the form of expectations for the desired service.

The second attribute is environmental and room service which includes: patient waiting room, parking facilities and environmental cleanliness. Whereas the consumer responses examined are dimensions (criteria) of determining service quality regarding reliability, responsiveness, confidence / assurance, empathy and direct evidence (tangible). Then that will be an indicator of consumer response, namely: first is the level of expectations, what is meant here is the level of assessment of consumer expectations of facilities or elements of service. Second is the level of performance, which is the level of consumer assessment of service delivery. Both indicators are aimed at the human resources of the hospital which consists of doctors, recipient (administration) officers, nurses and other officers. atment (process) and when the patient leaves the hospital (post-healing) (Kotler, 2001: 68).

Hypothesis 13 : Job satisfaction influences service quality in I.A Moeis Hospital.

Performance towards service quality

The development of hospitals must certainly see to what extent consumers are patients who want to use this hospital service for treatment, care, and healing. The hospital should be able to develop quality and not only focus on cost advantages in this case relatively inexpensive costs but the quality of services provided is reduced, this will certainly be detrimental to the interests of consumers and eventually consumers will leave the hospital due to the services provided less satisfying for them, therefore, the services provided to hospitals need to prioritize services where Parasuraman in Kotler (2001) states that there are five dimensions of service quality, namely: reliability, responsiveness, empathy, assurance, and tangible.

Hospitals that want to improve the quality of their services certainly need to pay attention to what is desired for patient satisfaction, for reliability for example: patient acceptance procedures that are easy, fast, responsiveness such as: fast actions when patients need, assurance such as: Security guarantees during service and trust in service , empathy such as: attention to patient complaints, and tangible such as adequate public infrastructure (public telephone, canteen, parking lot, ATM machines, and places of worship).

More quality is determined by the service users. Therefore, evaluation of hospital services needs to be carried out continuously, one way is to use a user-based approach (Suarniki, 2000). This approach is based on the idea that quality depends on the person who views it, so that the product that best satisfies a person's preference is the highest quality product. Groroos (1996) suggests the total quality of a service consists of three main components, namely: a. Technical Quality, which is a component related to the service quality output received by customers.

Parasuraman that technical quality can be further detailed into: 1) Search quality 2) Experience quality, 3) Credence quality, b. Functional Quality, which is a component related to the service quality delivery. c. Corporate Image, namely profile, reputation, public image, and special attraction of the company. Based on the above components, a conclusion can be drawn that the output of services and the manner of delivery are factors that can be used in assessing the quality of services.

Hypothesis 14 : Performance influences service quality in I.A Moeis Hospital.

II. METHODOLOGY

The research was carried out quantitatively with descriptive research design. Through this research, researchers want to know how much the relationship between a variable with other variables. The research that will be carried out is quantitative research which is conducted once in a period. This type of research, data collection activities obtained from one type of sample of respondents.

In this study the population is all employees of the I.A. Moeis Hospital as many as 420 Civil Servants who are health and non-health human resources supporting hospital performance. The sampling technique using the Slovin formula and the total of samples was 205 respondents.

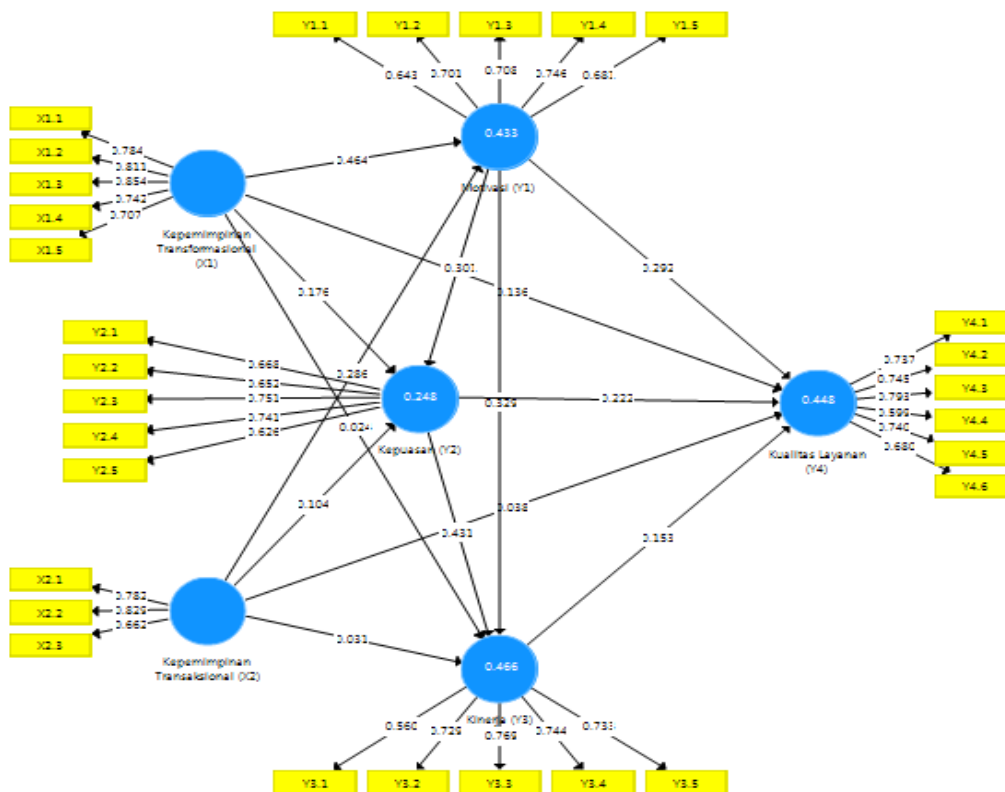
In this research, the research instrument that was used to collect the data was questionnaire. The scale of model which was used was Likert scale with 5 choices. Score 1 = strongly disagree, score 2 = disagree, score 3 = neutral, score 4 = agree, score 5 = strongly agree. In this research, the analysis data was used Structural Equation Modeling - Partial Least Square (SEM-PLS).

No	Variables	Indicators
1	Transformational Leadership	a. Idealized influenced attribute. b. Idealized influence behavior. c. Inspirational motivation. d. Intellectual stimulation. e. Individualized consideration.
2	Transactional leadership	a. Contingent reward. b. Management by exception (active). c. Management by exception (passive).
3	Motivation	a. Progress b. The work itself c. Recognition d. Relationships with coworkers e. Security
4	Job Satisfaction	a. Satisfied with the work itself (work it self) b. Satisfied with salary or wages (pay) c. Satisfied with promotion d. Satisfied with the relationship with supervisors e. Satisfied with coworkers (workers)
5	Performance	a. Quantity. b. Quality. c. Time. d. Service orientation. e. Cooperation
6	Service Quality	a. Input b. Process c. Output d. Outcome e. Benefit f. Impact

Tabel 1 : Research variables

Research Result

After the PLS analysis is repeated with the condition that all indicators of the construct meet the requirements of the model. The depiction of the model after experiencing the model measurement test can be seen as follows:



Discriminant Validity

	Transformational leadership	Transactional leadership	Work motivation	Job satisfaction	Performance	Service quality
X1_1	0,784	0,384	0,455	0,337	0,268	0,458
X1_2	0,811	0,355	0,427	0,339	0,380	0,350
X1_3	0,854	0,399	0,488	0,314	0,372	0,389
X1_4	0,742	0,335	0,560	0,299	0,379	0,336
X1_5	0,707	0,519	0,441	0,323	0,221	0,380
X2_1	0,489	0,782	0,428	0,348	0,244	0,414
X2_2	0,337	0,829	0,362	0,253	0,324	0,247
X2_3	0,305	0,662	0,396	0,174	0,276	0,207
Y1_1	0,473	0,500	0,643	0,305	0,358	0,373
Y1_2	0,430	0,317	0,701	0,294	0,336	0,409
Y1_3	0,363	0,310	0,708	0,344	0,436	0,334
Y1_4	0,469	0,344	0,746	0,356	0,463	0,467
Y1_5	0,378	0,341	0,681	0,307	0,344	0,443
Y2_1	0,266	0,189	0,308	0,668	0,350	0,272
Y2_2	0,172	0,266	0,312	0,652	0,389	0,150
Y2_3	0,271	0,260	0,325	0,751	0,417	0,247
Y2_4	0,309	0,276	0,346	0,741	0,478	0,423
Y2_5	0,352	0,212	0,298	0,626	0,418	0,574
Y3_1	0,295	0,124	0,292	0,419	0,560	0,334
Y3_2	0,364	0,276	0,398	0,369	0,729	0,399
Y3_3	0,287	0,185	0,396	0,430	0,769	0,324
Y3_4	0,264	0,312	0,442	0,425	0,744	0,343
Y3_5	0,279	0,367	0,440	0,491	0,733	0,440
Y4_1	0,395	0,277	0,456	0,440	0,418	0,737
Y4_2	0,373	0,302	0,431	0,504	0,365	0,745
Y4_3	0,459	0,285	0,480	0,373	0,399	0,793
Y4_4	0,202	0,231	0,325	0,307	0,369	0,599
Y4_5	0,350	0,320	0,407	0,325	0,347	0,740
Y4_6	0,285	0,282	0,398	0,250	0,355	0,680

Table 5.2 Value of Discriminant Validity (Cross Loading)

From Table 5.2 it can be seen that several loading factor values for each indicator of each latent variable still have the largest loading factor value compared to the loading value if it is associated with other latent variables. This means that each latent variable has good discriminant validity.

Composite Reliability

	Composite Reliability
Transformational leadership	0.886
Transactional leadership	0.804
Work motivation	0.825
Job satisfaction	0.818
Performance	0.835
Service quality	0.864

Table 5.3. Composite Reliability

Based on Table 5.3 it can be concluded that all constructs meet reliable criteria. This is indicated by the composite reliability value above 0.70 as recommended criteria.

Average Variance Extracted (AVE)

Variables	AVE	√AVE	Information
Transformational leadership	0.610	0.781	> 0,50
Transactional leadership	0.579	0.760	> 0,50
Work motivation	0.485	0.696	> 0,50
Job satisfaction	0.475	0.689	> 0,50
Performance	0.505	0.710	> 0,50
Service quality	0.516	0.718	> 0,50

Table 5.4 Average Variance Extracted (AVE)

Based on the table above AVE values for transformational leadership constructs, transactional leadership, work motivation, job satisfaction, performance and service quality have AVE values above 0.50; that means all variables have a high value of composite reliability.

Goodness of fit PLS models

The PLS model's goodness of fit is measured through a Q-square predictive relevance value, to measure how well the observation value is generated by the model and its parameter estimation. Testing of goodness of fit uses predictive-relevance (Q2). The R2 values for each endogenous variable in this study are as follows:

Variabel Endogen	R ²
Work motivation	0.433
Job satisfaction	0.248
Employee performance	0.466
Service quality	0.448

Tabel 5.5 Nilai R-Square

Structural Model Testing (Inner Model)

Inner model testing or structural model is done to see the relationship between the constructs of the research model. The basis used in testing hypotheses is the value found in the output for inner weight. The results of the analysis and testing of the hypothesis can be seen in table 5.6:

Construct	(O)	(M)	STDEV)	T Statistics	P/V	Information
Transformational Leadership -> Motivation	0,464	0,466	0,064	7,300	0,000	Significant
Transformational Leadership -> Satisfaction	0,176	0,171	0,084	2,093	0,037	Significant
Transformational Leadership -> Performance	0,024	0,024	0,076	0,319	0,750	Not significant
Transformational Leadership -> Service Quality	0,136	0,141	0,073	1,865	0,063	Not significant
Transactional Leadership -> Motivation	0,286	0,285	0,068	4,221	0,000	Significant
Transactional Leadership -> Satisfaction	0,104	0,109	0,091	1,141	0,254	Not significant
Transactional Leadership -> Performance	0,031	0,033	0,075	0,414	0,679	Not significant
Transactional Leadership -> Service Quality	0,038	0,030	0,090	0,426	0,671	Not significant
Motivation -> Satisfaction	0,301	0,311	0,082	3,664	0,000	Significant
Motivation -> Performance	0,329	0,324	0,078	4,221	0,000	Significant
Motivation -> Service quality	0,292	0,291	0,081	3,619	0,000	Significant
Satisfaction -> Performance	0,431	0,434	0,061	7,049	0,000	Significant
Satisfaction -> Service quality	0,222	0,226	0,085	2,610	0,009	Significant
Performance -> Service Quality	0,153	0,154	0,075	2,044	0,041	Significant

Tabel 5.6: Result For Inner Weights

Based on Table 5.11 it can be seen the positive influence and significance level of each variable, if the T-Statistic > 1.96 means that the exogenous variables have a significant effect on the endogenous variables.

III. DISCUSSION

Transformational leadership has a significant effect on the work motivation of employees of the I.A Moeis Hospital. (First Hypothesis Accepted), this means that any increase in transformational leadership will be able to encourage increased employee motivation. Transformational leadership has a significant effect on job satisfaction of employees of the I.A Moeis Hospital. (Second Hypothesis Accepted), this means that any increase in transformational leadership will be able to encourage employee job satisfaction. Transformational leadership has no significant effect on the performance of employees of the I.A Moeis Hospital. (Third Hypothesis Denied), this means that any increase in transformational leadership has not been able to encourage employee performance improvement. Transformational leadership has no significant effect on the service quality of the I.A Moeis Hospital. (Fourth Hypothesis Denied), this means that any increase in transformational leadership has not been able to encourage the improvement of the quality of Hospital services. The leadership applied by the I.A Moeis Hospital is transformational leadership, in the form of cooperation from superiors and subordinates to achieve the stated goals by building inspiration and confidence and establishing rational performance, in addition to carrying out various activities to be determined together between leaders and subordinates.

Transactional leadership has a significant effect on the work motivation of employees of the I.A Moeis Hospital. (Fifth Hypothesis Accepted), this means that any increase in transactional leadership will be able to encourage increased employee motivation. Transactional leadership has no significant effect on job satisfaction

of employees of the I.A Moeis Hospital. (Sixth Hypothesis Denied), this means that any increase in transactional leadership has not been able to encourage increased employee job satisfaction. Transactional leadership has no significant effect on the performance of employees of the I.A Moeis Hospital. (Seventh Hypothesis Denied), this means that any increase in transactional leadership has not been able to encourage employee performance improvement Transactional leadership has no significant effect on the service quality of the I.A Moeis Hospital. (Eighth Hypothesis Denied), this means that any increase in transactional leadership has not been able to encourage improvement in the quality of Hospital services. Transactional leadership could improving the quality of public services by improving service products, improving the quality of services provided to customers, improving the competence of its Human Resources, accelerating the process of services provided and a safe environment and meeting or exceeding customer expectations .

Work motivation has a significant effect on job satisfaction of employees of the I.A Moeis Hospital (Ninth Hypothesis Accepted), this means that any increase in work motivation will be able to encourage employee job satisfaction. Work motivation has a significant effect on the performance of employees of the I.A Moeis Hospital. (Tenth Hypothesis Accepted), this means that any increase in work motivation will be able to encourage employee performance improvement. Work motivation has a significant effect on the service quality of the I.A Moeis Hospital. (The eleventh Hypothesis Is Accepted), this means that any increase in work motivation will be able to encourage an increase in the quality of Hospital services.

Job satisfaction has a significant effect on the performance of the Twelve Received), this means that any increase in job satisfaction will be able to encourage an increase in employee performance. Job satisfaction has a significant effect on the service quality of the I.A Moeis Hospital. (The Thirteenth Hypothesis Is Received), this means that any increase in job satisfaction will be able to encourage an increase in the quality of Hospital services.

Performance has a significant effect on the service quality of the I.A Moeis Hospital. (The Fourteenth Hypothesis Is Accepted), this means that every increase in employee performance will be able to encourage the improvement of the quality of Hospital services.

IV. CONCLUSION

Based on the results of the analysis and research objectives, the following conclusions are obtained:

- 1) Transformational leadership has a significant effect on the work motivation
- 2) Transformational leadership has a significant effect on job satisfaction
- 3) Transformational leadership has no significant effect on the performance
- 4) Transformational leadership has no significant effect on the service quality
- 5) Transactional leadership has a significant effect on the work motivation
- 6) Transactional leadership has no significant effect on job satisfaction
- 7) Transactional leadership has no significant effect on the performance
- 8) Transactional leadership has no significant effect on the service quality
- 9) Work motivation has a significant effect on job satisfaction
- 10) Work motivation has a significant effect on the performance
- 11) Work motivation has a significant effect on the service quality
- 12) Job satisfaction has a significant effect on the performance
- 13) Job satisfaction has a significant effect on the service quality
- 14) Performance has a significant effect on the quality of service.

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