

## Improving Job Satisfaction Through the Implementation of Transformational Leadership in Rsud

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**Abstract** This study aims to analyze the effect of transformational leadership implementation on employee job satisfaction at the Regional General Hospital (RSUD) in Karawang. Transformational leadership is a leadership approach that emphasizes empowerment, inspiration, intellectual stimulation, and individualized consideration toward subordinates. In the context of healthcare services, this leadership style is crucial in creating a supportive and productive work environment. The research method used is quantitative with a survey approach, involving respondents from both medical and non-medical personnel. The research instruments were developed based on indicators of transformational leadership and job satisfaction, and their validity and reliability were tested. The results of the regression analysis indicate that transformational leadership has a positive and significant effect on employee job satisfaction. This means that the higher the implementation of transformational leadership, the higher the level of job satisfaction perceived by employees. These findings have important implications for hospital management in improving employee performance and retention through a more humanistic and empowering leadership style.

**Keywords:** *Transformational Leadership, Job Satisfaction, Regional Public Hospital (RSUD), Hospital Management, Leadership Style.*

### INTRODUCTION

Regional General Hospitals (RSUD), as public service institutions, play a strategic role in providing quality healthcare to the community. To address the ever-increasing demand for healthcare services and internal organizational challenges, RSUDs are required to have effective management systems, one of which is through the implementation of an appropriate leadership style. Leadership is a key element in driving employee motivation, productivity, and job satisfaction, particularly in complex and stressful work environments such as hospitals.

Transformational leadership is a modern leadership approach considered capable of responding to the demands of change and creating a positive work environment. This leadership style emphasizes the leader's ability to inspire, encourage innovation, address the individual needs of subordinates, and build a shared vision and mission. In the context of a regional general hospital (RSUD), the application of transformational leadership is crucial for fostering harmonious working

relationships, increasing employee loyalty, and creating high levels of job satisfaction.

According to Bernard M. Bass Hidayat, A. S., & Rofaida, R. (2021) Transformational leadership is a process in which leaders and followers raise each other to higher levels of morality and motivation. Furthermore, according to James MacGregor Burns Transformational leadership occurs when one or more people engage with others in such a way that they raise each other to higher levels of motivation and morality Oktora, J., Rizan, M., & Situngkir, S. (2020).

Job satisfaction is an important indicator in assessing employee psychological well-being and organizational success. Employees who are satisfied with their jobs tend to have high work motivation, are more committed, and have optimal performance. Conversely, low levels of job satisfaction can have an impact on declining service quality, high absenteeism rates, and employee turnover. According to Stephen P. Robbins, job satisfaction is a positive feeling towards one's job that is the result of an evaluation

of the characteristics of the job (Ramadhina & Frianto, 2023). According to Keith Davis & John W. Newstrom, job satisfaction is a collection of positive and negative feelings and emotions that employees have towards their jobs (Anggreini, Istiatin & DPW, 2024).

Although various studies have addressed the relationship between leadership and job satisfaction, studies specifically examining the influence of transformational leadership in regional public hospitals (RSUD) are still limited, particularly in the context of public services in Indonesia. Therefore, this study aims to analyze the extent to which the application of transformational leadership influences employee job satisfaction in RSUD and to provide strategic recommendations for strengthening managerial capacity in the healthcare sector.

## METHOD

The population in this study includes all permanent employees working at the Regional General Hospital (RSUD) located in the Karawang area. To determine the respondents most relevant to the research objectives, a random sampling technique was **purposive sampling**, a sampling method based on certain predetermined considerations and criteria. These criteria include permanent employment status, a minimum of one year of service, and active involvement in hospital operational activities. Using the Slovin formula (Nurkholis et al., 2024) and setting a margin of error of 10%, a sample size of 64 respondents was obtained. This number is considered sufficiently representative of the entire population and can provide an accurate picture of employee perceptions of the implementation of transformational leadership and the level of job satisfaction within the hospital.

This study attempts to evaluate the extent to which independent variables, both individually and collectively, influence the dependent variable. The method used is multiple linear regression. This statistical

analysis technique is used to measure and analyze the simultaneous influence of two or more independent variables on a single dependent variable, assuming that the relationship between these variables is linear (Swearingen, 2014).

## RESULTS AND DISCUSSION

In this study, validity tests were conducted to ensure that each measurement instrument used was truly capable of representing the construct of the variables being studied, namely transformational leadership(X), and job satisfaction (Y). The validity test uses a two-sided correlation analysis at a significance level of  $\alpha = 0.05$ , with an r-table value of 0.254 as the minimum limit of item validity.

The test results showed that all items used met the validity criteria, namely 10 items in the transformational leadership variable and 6 items in the job satisfaction variable had calculated r-values greater than the table r-value (calculated r-value > 0.254). This confirms that all items in the research instrument have been proven empirically valid and are able to measure each construct accurately.

Thus, the instrument used can be relied upon as a representative measuring tool in exploring respondents' perceptions of transformational leadership and its impact on increasing job satisfaction.

The purpose of testing the reliability of this research instrument is to ensure that each item used to measure the transactional leadership variable ( $X_1$ ), and job satisfaction (Y) have strong internal consistency. The results of the reliability analysis show that all variables meet the reliability criteria very well; the transformational leadership variable recorded a calculated r value of 0.856, far exceeding the r table threshold of 0.60; the job satisfaction variable recorded a calculated r value of 0.766, which indicates a very high level of reliability.

These findings indicate that the research instrument used is not only valid in content but also consistent in measuring

the construct over time, which means that the data generated by this instrument is reliable and can serve as a strong foundation for drawing accurate conclusions in further analysis.

Table 1 provides an explanation of the results of the multiple regression analysis calculations carried out using SPSS software.

Based on the results presented in Table 1, a complete simple linear regression model equation can be constructed as follows:  $Y=28.373-0.285X$ . This equation shows that job satisfaction (Y) is statistically positively influenced by transformational leadership(X). The constant value of 28.373 illustrates that if the independent variable is at zero, then job satisfaction remains at its base value of 28.373. The regression coefficient of -0.285 on X indicates that every one unit increase in transformational leadership will increase job satisfaction by -0.285 units, assuming other variables are constant.

This test aims to determine the extent to which the independent variable of transformational leadership impacts the dependent variable, namely job satisfaction.

The aim of this study is to test the hypothesis of the existence of a partial influence of transformational leadership on job satisfaction, with the null hypothesis (H0) stating there is no influence and the hypothesis, Transformational leadership variables partially have no significant effect on job satisfaction, based on the calculation results. The calculation results also show that transformational leadership plays a significant role in encouraging increased job satisfaction at RSUD. The sig value for the transformational leadership variable (X) is 0.004, less than 0.05.

In this analysis, the coefficient of determination is calculated by squaring the correlation coefficient value, which is then interpreted as the percentage contribution of the independent variable to increasing job satisfaction. The higher the coefficient of determination value obtained, the greater

the proportion of the independent variable's influence in explaining changes in overall job satisfaction. In other words, this test provides a general overview of the extent to which transformational leadership is able to significantly improve and encourage job satisfaction at Karawang Regional Hospital.

Based on the results presented in Table 3, the R Square value of 0.127 indicates that the transformational leadership variable (X) is able to explain 12.7% of the variation in job satisfaction (Y). This means that the dynamics of increasing job satisfaction can be explained by the strength of transformational leadership. Meanwhile, the remaining 87.3% is influenced by other factors outside this research model, which can include aspects such as turnover, work environment, compensation, job crafting, perceived organizational support, or human resource capacity. The correlation coefficient (R) value of 0.357 indicates a positive and moderate relationship between the independent variables and job satisfaction, because it is in the range of 0.20–0.399. This finding provides a convincing picture that job satisfaction is inseparable from efforts to build good transformational leadership.

## DISCUSSION

Based on the results of the data analysis, it was found that the transformational leadership variable (X) had a significant influence on the job satisfaction variable (Y) among employees at Karawang Regional Hospital. This is indicated by a significance value of 0.004, which is below the significance threshold of 0.05. Thus, it can be concluded that the implementation of a transformational leadership style significantly contributes to increasing the level of employee job satisfaction in the hospital environment.

## CONCLUSION

In general, the results of this study indicate that transformational leadership has a significant partial effect on increasing

employee job satisfaction at Karawang Regional General Hospital. This leadership style, characterized by the leader's ability to provide inspiration, motivation, and individual attention to subordinates, has been shown to create a more positive and supportive work environment. These findings indicate that the higher the quality of transformational leadership implementation, the higher the level of employee job satisfaction. Therefore, transformational leadership is an important factor that needs to be considered in efforts to improve workforce well-being and productivity.

### SUGGESTION

Based on the findings of this study, it is recommended that the leadership of Karawang Regional General Hospital continue to develop and consistently implement a transformational leadership style, particularly in terms of providing motivation, individual attention, and encouraging employee innovation and participation. The implementation of this leadership style has been proven to increase job satisfaction, making it important to include it as part of a human resource development strategy, including training and promotions. Future research is recommended to expand the study to other hospitals, both public and private, to strengthen the generalizability of the findings. Furthermore, the addition of mediating or moderating variables such as organizational culture or work motivation can provide a more comprehensive understanding of the relationship between leadership and job satisfaction in the healthcare sector.

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