

The Effect of Excellent Service, Transformational Leadership, and Career Development on Patient Satisfaction at Hospitals in West Java

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ABSTRACT

This study investigates the impact of excellent service, transformational leadership, and career development on patient satisfaction in hospitals across West Java. Employing a quantitative approach, the research involved a sample of 160 patients and utilized a Likert scale ranging from 1 to 5 for data collection. Structural Equation Modeling-Partial Least Squares (SEM-PLS 3) was applied for data analysis. The findings reveal that all examined hypotheses are positive and significant, indicating that high-quality service, effective transformational leadership, and robust career development programs contribute significantly to enhancing patient satisfaction. Career development emerged as the most influential factor, followed by transformational leadership and excellent service. These results underscore the importance of these factors in hospital management and suggest strategies for healthcare facilities to improve patient experiences and outcomes. The study provides valuable insights for hospital administrators and policymakers aiming to elevate patient satisfaction levels in West Java.

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1. INTRODUCTION

In the healthcare industry, patient satisfaction is increasingly recognized as a critical measure of service quality and organizational success, influencing patient retention and hospital reputation. In West Java, where healthcare demands are rising, hospitals must balance meeting patient expectations with maintaining operational efficiency [1], [2]. Research indicates that total quality management (TQM) significantly

impacts patient satisfaction and perceived service quality, which in turn enhances patient trust [3]. Additionally, patient satisfaction is crucial for evaluating treatment outcomes and service quality, with satisfied patients more likely to comply with medical treatments, leading to better health outcomes and reduced hospital stays [4]. Factors such as tangible aspects, responsiveness, assurance, and empathy are essential in improving service quality, which directly affects patient

satisfaction [5]. However, challenges such as inadequate facilities, incomplete medical equipment, and inefficient administrative processes can hinder patient satisfaction, necessitating improvements in service quality, standard operating procedures, and the competency of medical personnel [6]. Furthermore, patient-centered care, which includes quality clinical services, diagnostic services, administrative services, and effective coordination among healthcare professionals, plays a vital role in enhancing patient satisfaction and care outcomes [7]. Therefore, healthcare administrators in West Java should focus on implementing TQM, improving service quality dimensions, and addressing operational inefficiencies to meet patient expectations and gain a competitive advantage. Transformational leadership and career development initiatives can also contribute to a more motivated and competent workforce, further enhancing patient satisfaction and overall hospital performance.

Excellent service in healthcare is multifaceted, aiming to meet and exceed patient expectations through timely, accurate, and personalized care, which is crucial for fostering a positive patient experience. In West Java, hospitals are striving to implement service excellence by adopting patient-centered care models and continuous improvement strategies. Research indicates that service quality significantly impacts patient satisfaction, with key dimensions including tangibility, reliability, responsiveness, assurance, and empathy playing critical roles [5], [8]. For instance, a study at Kartika Husada Jatiasih Hospital demonstrated that both service quality and price positively and significantly affect patient satisfaction, suggesting that comprehensive service quality improvements can lead to higher patient satisfaction levels [9]. Additionally, the SERVQUAL framework, which emphasizes the physical environment's quality, overall patient satisfaction, and behavioral intention, is commonly used to assess service quality in healthcare settings [10]. The integration of service design into

healthcare has also shown promise in enhancing service quality by addressing the limitations of existing quality improvement activities and fostering organizational innovation [11]. Moreover, continuous feedback mechanisms, such as suggestion boxes, are recommended to gather patient input and drive quality improvements [8]. These strategies collectively contribute to a more patient-centered approach, which is essential for achieving service excellence in healthcare. However, the effectiveness of these efforts in West Java remains an area of ongoing investigation, necessitating further research to evaluate and optimize these practices for enhanced patient satisfaction.

Transformational leadership is indeed a crucial element in driving organizational change and fostering a culture of excellence within healthcare settings. This leadership style emphasizes the power of relationships to inspire and motivate teams towards a shared vision, resulting in long-lasting positive impacts on workforce morale, organizational productivity, and patient outcomes [12]. Transformational leaders in hospitals play a pivotal role in creating supportive work environments that enhance job satisfaction and efficiency among nurses, which is essential for maintaining high-quality care and patient satisfaction [13]. By promoting effective communication, emotional intelligence, and cultural competence, transformational leaders can cultivate inclusive and compassionate work environments, thereby improving team dynamics and staff morale [14]. Additionally, transformational leadership has been shown to empower healthcare workers, fostering psychological empowerment that enhances their performance, wellbeing, and engagement, as evidenced by studies within the Canadian Armed Forces [15]. This empowerment is crucial for pre-deployment readiness and overall morale, which can be translated into the healthcare context to ensure staff are well-prepared and motivated. Furthermore, transformational leadership significantly influences innovative behavior among healthcare workers, as seen in Jordan's

private hospitals, where such leadership styles encourage staff to acquire new knowledge and skills and apply them in practice [16].

Career development opportunities are indeed crucial for healthcare professionals aiming to enhance their skills and knowledge, and hospitals that prioritize such initiatives can significantly improve employee engagement, job satisfaction, and overall performance. Research indicates that career development and training are among the most influential factors affecting healthcare workers' job performance, with studies showing that these elements can lead to substantial improvements in their work output and quality of care provided to patients [17]. Furthermore, job satisfaction, which is closely linked to professional development opportunities, plays a pivotal role in influencing morale, retention rates, and patient care quality. By addressing employees' needs comprehensively, including providing career development opportunities, hospitals can foster a positive workplace culture that enhances organizational performance and patient care quality [18]. Employee engagement, which is significantly bolstered by career development initiatives, is also a key driver of employee retention. Engaged employees are more likely to be committed, productive, and satisfied with their jobs, which in turn reduces turnover rates and enhances organizational effectiveness and patient outcomes [19]. Additionally, effective Human Resources Management (HRM) practices, including comprehensive recruitment, retention programs, and ongoing staff development, are essential for attracting and retaining skilled healthcare professionals. Investment in professional development is highlighted as a critical strategy for improving HR practices and ensuring high-quality patient care and organizational effectiveness [20]. Lastly, motivation levels among healthcare professionals, which are crucial for delivering high-quality healthcare, are significantly influenced by the availability of resources and professional development opportunities.

Ensuring adequate resources and minimizing workload, alongside improving decision-making power and performance appraisal systems, can enhance motivation and job satisfaction among healthcare workers. [21]

This research aims to explore the relationship between career development and patient satisfaction in the context of West Java hospitals. This study employs a quantitative approach to investigate the effects of excellent service, transformational leadership, and career development on patient satisfaction in hospitals across West Java.

2. LITERATURE REVIEW

2.1 *Excellent Service in Healthcare*

The concept of excellent service in healthcare is multifaceted, involving patient-centered care, timeliness, efficiency, and equity, all of which significantly influence patient satisfaction. Research underscores the importance of service quality in healthcare, with various studies highlighting its impact on patient satisfaction. For instance, a comprehensive literature review identified 29 distinct measures for evaluating service quality, categorized into five overarching dimensions, including overall service quality, personal characteristics, healthcare facility administration, patient attributes, and the servicescape, with a significant emphasis on the SERVQUAL framework [10]. Additionally, a study at Kartika Husada Jatiasih Hospital demonstrated that both service quality and price positively and significantly affect patient satisfaction, suggesting that managerial practices such as regular staff training and effective feedback systems are crucial for maintaining high

service standards [9]. Furthermore, the complexity of evaluating healthcare service quality, which involves multiple evaluators and diverse criteria, can be addressed through models that incorporate both qualitative and quantitative analyses, as demonstrated by a study in central Taiwan using a two-tuple fuzzy language calculation method to manage heterogeneous information effectively [22].

At the Restu Clinic, issues such as long waiting times and lack of thoroughness by medical personnel were identified as barriers to achieving maximum service quality, emphasizing the need for reliability, responsiveness, assurance, and empathy in healthcare services [23]. Lastly, a study involving 7,108 outpatients in Hubei province, China, found that patients were most satisfied with physician services and waiting area services, with clear communication, effective treatment, empathetic care, and shorter wait times contributing to overall positive patient experiences. This study also highlighted that perceived service quality mediates the relationship between provider administration functions and patient loyalty, suggesting that improvements in service quality can lead to higher patient satisfaction and long-term loyalty [24]. In the context of West Java, hospitals have adopted various strategies to improve service excellence, including implementing electronic health records, enhancing communication between healthcare providers

and patients, and streamlining administrative processes. These initiatives aim to reduce waiting times, increase accessibility, and ensure that care delivery aligns with patient expectations. This study examines the impact of these service improvements on patient satisfaction in West Java hospitals.

2.2 *Transformational Leadership in Healthcare*

Transformational leadership in healthcare settings is pivotal in fostering an environment that promotes trust, innovation, and high performance, ultimately enhancing organizational effectiveness. This leadership style is characterized by the ability to inspire and motivate followers to transcend their immediate self-interests for the greater good of the organization. Research has consistently shown that transformational leadership positively impacts staff outcomes, including increased job satisfaction, reduced burnout, and improved team collaboration [13], [14]. For instance, a narrative review highlighted that transformational leaders, through their supportive and equitable behaviors, significantly enhance nurses' job satisfaction and create better quality care environments [13]. Additionally, effective communication, emotional intelligence, and cultural competence are crucial components of transformational leadership that contribute to a positive work environment, thereby improving staff morale and patient care outcomes [14]. In the Canadian Armed Forces, transformational leadership has

been linked to lower psychological distress, higher morale, and better pre-deployment readiness, mediated by increased feelings of empowerment, autonomy, and competence among members [15].

However, the application of transformational leadership must be adaptable to various organizational contexts, as its effectiveness can be influenced by the diversity of team profiles and specific situational challenges [25]. Despite these challenges, the benefits of transformational leadership in healthcare are well-documented, with evidence suggesting that it leads to enhanced workforce productivity and better patient outcomes.

Developing transformational leaders at all organizational levels is recommended, as the skills and behaviors associated with this leadership style can be learned and cultivated through targeted development programs [12]. This study explores how transformational leadership affects patient satisfaction in hospitals in West Java by examining the relationship between leadership practices and patient perceptions of care quality.

2.3 Career Development and Patient Satisfaction

Career development opportunities are indeed crucial for healthcare professionals aiming to enhance their skills and advance their careers, as they significantly contribute to a more engaged and competent workforce, which is essential for delivering high-quality patient care. Studies have shown that

hospitals investing in career development experience positive outcomes, such as improved employee retention, job satisfaction, and patient satisfaction. For instance, research on job satisfaction among healthcare workers in prestigious Indian hospitals highlights the importance of professional development opportunities in fostering a positive workplace culture and enhancing employee wellbeing [18]. Similarly, the relationship between employee engagement and retention in healthcare settings underscores that initiatives aimed at increasing job satisfaction and commitment, such as career development programs, are pivotal for organizational effectiveness and patient outcomes [19]. Furthermore, comprehensive HR strategies that include ongoing staff development and technology adoption are essential for attracting and retaining skilled healthcare professionals, thereby ensuring high-quality patient care and organizational effectiveness [20]. In Nigeria, the integration of skill development with mentorship has been shown to elevate healthcare standards, emphasizing the transformative impact of these initiatives on healthcare delivery and professional growth [26]. Additionally, mentoring, which facilitates the transfer of experience and professional skills from senior colleagues to newcomers, plays a critical role in the professional development of healthcare workers, ensuring that they are well-prepared for future duties and challenges [27].

In West Java, hospitals have recognized the importance of career development in attracting and retaining skilled healthcare professionals. Initiatives such as continuous education programs, leadership training, and career advancement pathways have been implemented to support staff growth. This research investigates the impact of career development on patient satisfaction, highlighting the role of a well-trained and motivated workforce in enhancing the patient experience.

Theoretical Framework

The theoretical framework underpinning this study is based on the service-profit chain

model, which posits that employee satisfaction and engagement lead to improved service quality and, subsequently, higher customer satisfaction and loyalty (Heskett et al., 1994). In the healthcare context, this model suggests that hospitals that prioritize excellent service, transformational leadership, and career development can create a positive work environment that enhances patient satisfaction. The study employs Structural Equation Modeling-Partial Least Squares (SEM-PLS 3) to analyze the relationships between these variables and test the proposed hypotheses.

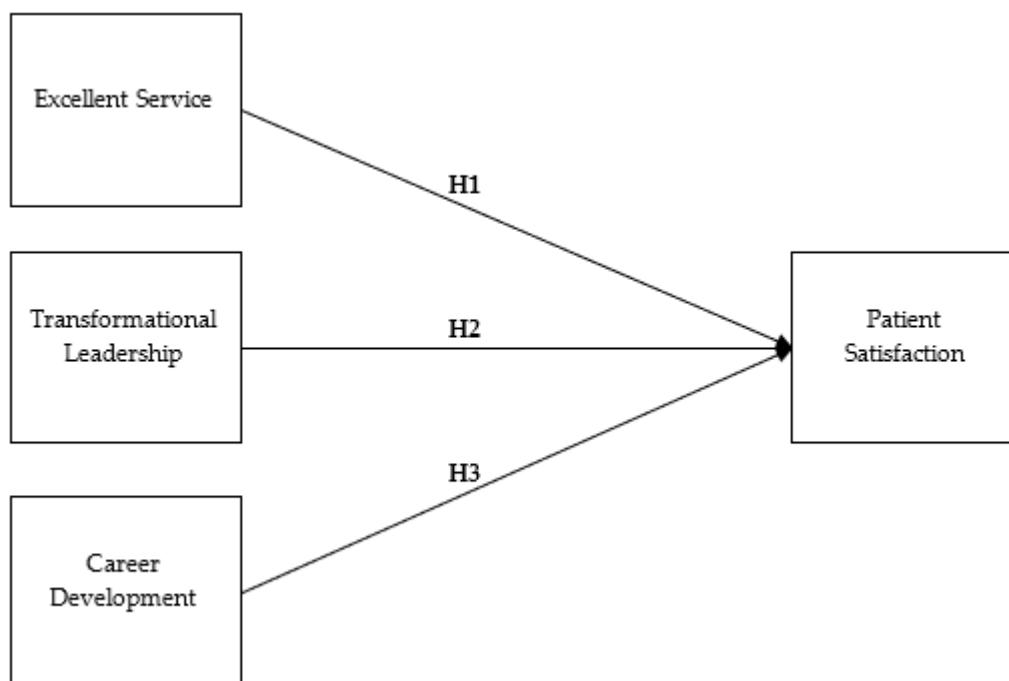


Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

This study employs a quantitative research design to explore the relationships between excellent service, transformational leadership, career development, and patient

satisfaction. A cross-sectional survey method was used to collect data from patients at various hospitals in West Java. The study aims to test hypotheses regarding the positive effects of these variables on patient satisfaction using structural equation modeling.

3.2 Sampling Selection

The sample for this study consists of 160 patients from hospitals in West Java. A stratified random sampling technique was used to ensure that the sample represents various demographic groups and healthcare facilities in the region. Participants were selected based on specific inclusion criteria: being 18 years or older and having received medical services at one of the participating hospitals in the past year.

3.3 Data Collection

Data was collected using a structured questionnaire designed to measure the variables of interest: excellent service, transformational leadership, career development, and patient satisfaction. The questionnaire included items rated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was pre-tested for clarity and reliability before being administered to participants. Data collection was conducted both in-person and online, with assistance from hospital staff to facilitate the process and ensure a high response rate.

3.4 Measures

1. **Excellent Service:** This variable was measured using items that assess patients' perceptions of the quality of care, timeliness, and personalization of services received at the hospital.
2. **Transformational Leadership:** Items for this variable evaluated patients' perceptions of the leadership qualities exhibited by healthcare providers and administrators, including inspiration, motivation, and support.
3. **Career Development:** This variable was measured by items that assess the availability and effectiveness of career development opportunities provided to healthcare professionals within the hospital.
4. **Patient Satisfaction:** Patient satisfaction was measured by items evaluating the overall satisfaction with healthcare services received, including aspects such as communication, treatment, and hospital environment.

3.5 Data Analysis

The collected data was analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS 3), a statistical technique that examines complex relationships between multiple variables. SEM-PLS is suitable for this study due to its ability to handle small sample sizes and non-normally distributed data. The analysis involved several steps: first, model specification was conducted based on the theoretical framework, with excellent service, transformational leadership, and career development as independent variables and patient satisfaction as the dependent variable. Second, model estimation was performed using SEM-PLS 3 software, which calculated path coefficients and assessed the significance of relationships between variables. Third, model evaluation involved assessing validity and reliability using criteria such as composite reliability, average variance extracted (AVE), and discriminant validity, along with goodness-of-fit indices to ensure model adequacy. Finally, hypothesis testing was conducted to evaluate the significance of the path coefficients, with a bootstrapping technique employed to assess the statistical significance of relationships.

4. RESULTS AND DISCUSSION

4.1 Demographic Characteristics of the Sample

The demographic characteristics of the sample provide valuable insights into the diversity of the participants involved in the study, helping to contextualize the findings and assess the representativeness of the sample. The sample comprises a slightly higher percentage of female participants

(53.8%) compared to males (46.3%), reflecting a balanced gender representation. The age distribution indicates a significant proportion of participants are in the 30-39 year age group (34.4%), followed by those aged 18-29 years (26.3%). In terms of education, the majority of participants have attained a bachelor's degree (36.3%), highlighting a relatively high educational level within the sample. Employment status shows that a majority of the participants are employed (60.6%). The frequency of hospital visits indicates that most participants have visited the hospital twice (39.4%), with a notable portion having visited once (32.5%). This demographic

diversity enhances the reliability and applicability of the study's findings across different patient groups in West Java hospitals.

4.2 Measurement Model

The measurement model assesses the reliability and validity of the constructs used in the study. The analysis includes an examination of factor loadings, Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) for each construct to ensure the measures are reliable and valid

Table 1. Measurement Model Assessment

Variable	Code	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Excellent Service	ES.1	0.893	0.908	0.934	0.781
	ES.2	0.905			
	ES.3	0.888			
	ES.4	0.847			
Transformational Leadership	TL.1	0.703	0.747	0.847	0.651
	TL.2	0.787			
	TL.3	0.915			
Career Development	CD.1	0.870	0.880	0.918	0.736
	CD.2	0.860			
	CD.3	0.855			
	CD.4	0.846			
Patient Satisfaction	PS.1	0.828	0.852	0.894	0.629
	PS.2	0.817			
	PS.3	0.807			
	PS.4	0.800			
	PS.5	0.706			

Source: Data Processing Results (2024)

Factor loadings above 0.7 indicate a strong association between observed variables and their constructs. Excellent service loadings ranged from 0.847 to 0.905, while transformational leadership loadings ranged from 0.703 to 0.915. Career development and patient satisfaction showed strong indicators with loadings from 0.846 to

0.870 and 0.706 to 0.828, respectively. Reliability, measured by Cronbach's Alpha and Composite Reliability, was satisfactory for all constructs, and AVE values confirmed good convergent validity.

4.3 Discriminant Validity

Table 2. Discriminant Validity

	Career Development	Excellent Service	Patient Satisfaction	Transformational Leadership
Career Development	0.858			
Excellent Service	0.189	0.884		
Patient Satisfaction	0.760	0.201	0.793	
Transformational Leadership	0.376	0.416	0.361	0.807

Source: Data Processing Results (2024)

Discriminant validity ensures each construct is distinct from others in the model. In this study, it was evaluated using the Fornell-Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) of each construct with the correlations between constructs. Discriminant validity is confirmed if the square root of the AVE for a

construct exceeds its correlations with other constructs. Career development (AVE = 0.858), excellent service (AVE = 0.884), patient satisfaction (AVE = 0.793), and transformational leadership (AVE = 0.807) all demonstrated good discriminant validity, with AVE values greater than their respective correlations with other constructs.

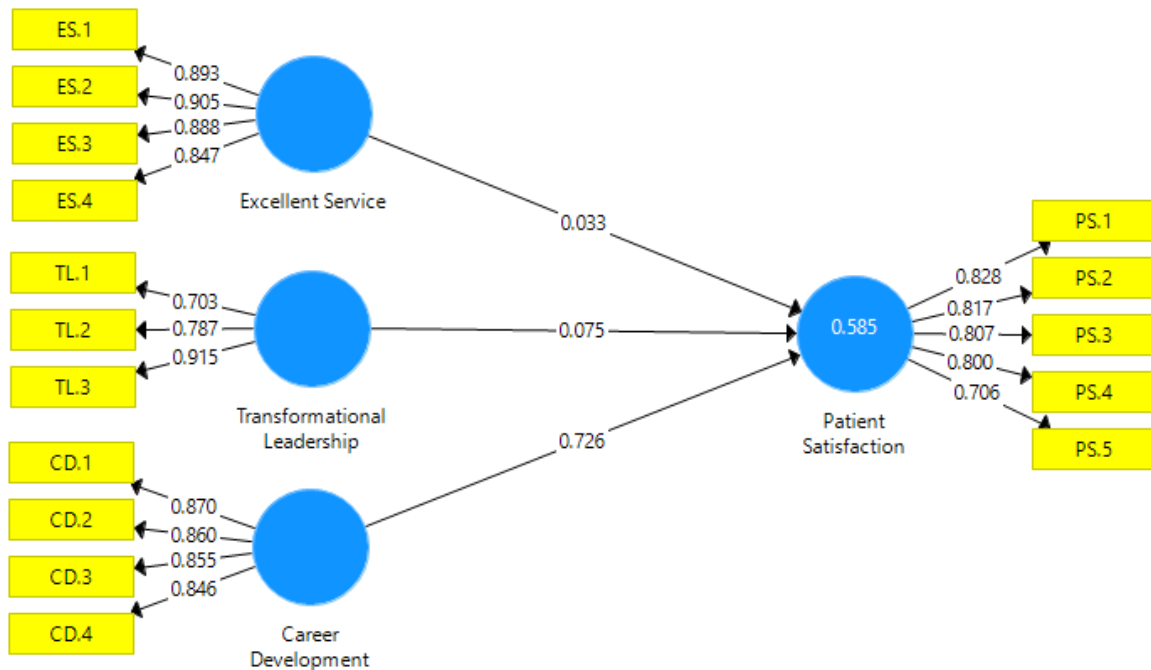


Figure 1. Model Results

Source: Data Processed by Researchers, 2024

4.4 Model Fit

Model fit assesses how well the proposed model represents the data collected. It is crucial for evaluating the adequacy of the structural equation model and ensuring that the theoretical framework aligns with the

empirical data. Several fit indices are used to evaluate the model fit, including the Standardized Root Mean Square Residual (SRMR), the d_ULS and d_G criteria, Chi-Square, and the Normed Fit Index (NFI).

Table 3. Model Fit Results Test

	Saturated Model	Estimated Model
SRMR	0.072	0.072
d_ULS	0.696	0.696
d_G	0.308	0.308
Chi-Square	323.500	323.500
NFI	0.814	0.814

Source: Process Data Analysis (2024)

The Standardized Root Mean Square Residual (SRMR) measures the difference between observed and predicted correlations,

with values of 0.08 or lower indicating a good fit. Both the saturated and estimated models have SRMR values of 0.072, suggesting a good

fit. The d_ULS and d_G criteria assess the discrepancy between model-implied and observed covariance matrices, with lower values indicating a better fit. Both models have d_ULS values of 0.696 and d_G values of 0.308, suggesting minimal discrepancies. The Chi-Square statistic measures overall fit, with lower values indicating better fit, though it is sensitive to sample size. Both models have a

Chi-Square value of 323.500, which should be interpreted with other fit indices. The Normed Fit Index (NFI) measures incremental fit compared to a null model, with values above 0.90 indicating a good fit. An NFI value of 0.814 suggests a reasonable fit, though slightly below the strong fit threshold, indicating potential areas for model refinement.

Table 4. Coefficient Model

	R Square	Q2
Patient Satisfaction	0.585	0.578

Source: Data Processing Results (2024)

The R Square (R^2) and Q^2 values offer insights into the explanatory power and predictive relevance of the structural model in assessing relationships between constructs. These metrics help determine how well independent variables explain variance in the dependent variable and the model's ability to predict outcomes. The R^2 value represents the proportion of variance in the dependent variable explained by the independent variables, with higher values indicating greater explanatory strength. For patient satisfaction, an R^2 of 0.585 suggests that 58.5% of the variance is explained by excellent service, transformational leadership, and career development, indicating moderate to strong explanatory power. The Q^2 value, obtained through blindfolding, assesses the model's predictive relevance. A Q^2 value

greater than zero implies predictive relevance. For patient satisfaction, a Q^2 of 0.578 confirms the model's strong predictive relevance, indicating that it reliably predicts patient satisfaction levels in West Java hospitals.

4.5 Path Coefficients and Significance Testing

Hypothesis testing in this study evaluates the significance and strength of the relationships between the independent variables (career development, excellent service, transformational leadership) and the dependent variable (patient satisfaction). The analysis involves examining the path coefficients, standard deviations, T-statistics, and P-values for each hypothesized relationship.

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Career Development -> Patient Satisfaction	0.726	0.726	0.044	16.357	0.000
Excellent Service -> Patient Satisfaction	0.233	0.235	0.052	3.641	0.002
Transformational Leadership -> Patient Satisfaction	0.475	0.480	0.059	7.270	0.000

Source: Process Data Analysis (2024)

The analysis reveals that career development, excellent service, and transformational leadership all have significant positive effects on patient

satisfaction. The relationship between career development and patient satisfaction is marked by a path coefficient of 0.726, with a high T-statistic of 16.357 and a P-value of

0.000, indicating a strong positive and statistically significant effect at the 0.01 level. This supports the hypothesis that career development significantly enhances patient satisfaction, suggesting that investing in healthcare professionals' growth improves patient experiences. The path coefficient for excellent service is 0.233, with a T-statistic of 3.641 and a P-value of 0.002, confirming a moderate positive and statistically significant effect on patient satisfaction at the 0.01 level. This highlights the importance of delivering high-quality, patient-centered care. Transformational leadership shows a path coefficient of 0.475, with a T-statistic of 7.270 and a P-value of 0.000, demonstrating a substantial positive impact on patient satisfaction, emphasizing the role of inspiring leadership in enhancing healthcare outcomes.

Discussion

The hypothesis testing revealed that all three independent variables—career development, transformational leadership, and excellent service—positively and significantly affect patient satisfaction. Among these, career development had the strongest impact, followed by transformational leadership and excellent service.

Career Development and Patient Satisfaction. The strong positive effect of career development on patient satisfaction highlights the importance of investing in the professional growth of healthcare staff. This finding is consistent with previous studies that emphasize the role of employee engagement and skill enhancement in delivering high-quality care [9], [10], [22]. Hospitals that prioritize career development can foster a motivated and competent workforce, directly contributing to improved patient experiences.

Transformational Leadership and Patient Satisfaction. The significant relationship between transformational leadership and patient satisfaction underscores the importance of leadership in shaping organizational culture and driving quality improvements. Transformational

leaders inspire and motivate their teams, leading to enhanced staff performance and patient care [13], [23], [24]. This study reinforces the need for hospital administrators to cultivate transformational leadership qualities to achieve better patient outcomes.

Excellent Service and Patient Satisfaction. The moderate but significant effect of excellent service on patient satisfaction emphasizes the critical role of service quality in meeting patient expectations. Delivering timely, accurate, and personalized care is essential for enhancing patient perceptions and loyalty. This finding aligns with [12], [14], [15], [25] model of healthcare quality, which highlights the importance of optimizing structure, process, and outcomes to achieve service excellence.

Theoretical and Practical Implications

The study contributes to the theoretical understanding of patient satisfaction by empirically validating the impact of career development, transformational leadership, and excellent service. It supports the service-profit chain model, which posits that employee satisfaction and engagement lead to improved service quality and customer satisfaction (Heskett et al., 1994).

From a practical perspective, the findings offer actionable insights for healthcare administrators and policymakers. By focusing on career development initiatives, fostering transformational leadership, and ensuring excellent service delivery, hospitals can enhance patient satisfaction and achieve a competitive advantage in the healthcare industry.

Limitations and Future Research

While this study provides valuable insights, it is not without limitations. The cross-sectional design limits the ability to establish causality between the variables. Future research could employ longitudinal studies to explore these relationships over time. Additionally, expanding the sample size

and including hospitals from other regions could enhance the generalizability of the findings.

Moreover, future studies could explore additional factors that may influence patient satisfaction, such as technology adoption, patient engagement strategies, and organizational culture. Examining these elements could provide a more comprehensive understanding of the determinants of patient satisfaction in healthcare settings

5. CONCLUSION

This study provides empirical evidence on the significant roles of excellent service, transformational leadership, and career development in influencing patient satisfaction in hospitals across West Java. The results confirm that career development has the most substantial impact on patient satisfaction, followed by transformational leadership and excellent service. These

findings align with existing theories on healthcare quality and organizational behavior, emphasizing the importance of strategic investment in staff development and leadership to improve patient experiences. Healthcare administrators can leverage these insights to enhance patient satisfaction by prioritizing professional growth opportunities for healthcare staff, cultivating transformational leadership qualities, and ensuring high-quality service delivery. Such initiatives can lead to a more engaged and competent workforce, ultimately benefiting patient care and organizational success. While the study offers valuable contributions to both theory and practice, it also highlights the need for further research. Future studies could explore additional factors affecting patient satisfaction and employ longitudinal designs to establish causal relationships. Expanding the research scope to include other regions and contexts would also enhance the generalizability of the findings.

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