



Increasing The Quality Of Lecturer Service Through Strengthening Servant Leadership, Empowerment, Work Motivation, And Job Satisfaction: An Empirical Study Approach using Path Analysis and SITOREM Analysis

Syairi Anwar

[Email: syairi2022@gmail.com](mailto:syairi2022@gmail.com)

Politeknik Penerbangan Medan, Indonesia

Soewarto Hardhienata

[Email: s-hardh@indo.net.id](mailto:s-hardh@indo.net.id)

Universitas Pakuan, Bogor, Indonesia

Oding Sunardi

[Email: oding.sunardi@unpak.ac.id](mailto:oding.sunardi@unpak.ac.id)

Universitas Pakuan, Bogor, Indonesia

Abstract: The purpose of this study is to identify methods and strategies to improve service quality through analyzing the influence of various variables on service quality. These variables include Servant Leadership, Empowerment, Work Motivation, and Job Satisfaction. Furthermore, this study aims to formulate ways and strategies to improve the quality of lecturer services that can be recommended to relevant parties, namely the Head of BPSDM of the Ministry of Transportation. This research method uses the path analysis method to see the direct and indirect effects between variables and the SITOREM method to determine the order of priorities and recommendations for improvements that need to be made. The research population was 327 Higher Education Lecturers of the Ministry of Transportation. The research sample was 181 respondents determined by the Taro Yamane formula. Sampling is done by Proportional Random Sampling. The results of the path analysis (1) there is a direct positive influence of servant leadership on service quality of = 0.265, (2) there is a direct positive influence of empowerment on service quality of = 0.143, (3) there is a



direct positive effect of work motivation on service quality of = 0.192 , (4) there is a direct positive influence of job satisfaction on service quality of = 0.151, (5) there is a direct positive influence of servant leadership on work motivation of = 0.245, (6) there is a direct positive influence of empowerment on work motivation of = 0.228, (7) there is a direct positive influence of servant leadership on job satisfaction of = 0.268, (8) there is a direct positive influence of empowerment on job satisfaction of = 0.245, (9) there is an indirect positive influence of servant leadership on service quality through work motivation of = 0.339, (10) there is an indirect positive influence of empowerment on service quality through work motivation of = 0.0242, (11) there is an indirect positive influence of servant leadership on service quality through work motivation of = 0.345, (12) there is an indirect positive influence of empowerment on service quality through work motivation of = 0.246. The results of SITOREM analysis show that there are indicators of service quality variables, servant leadership, empowerment, work motivation and job satisfaction that are prioritized for improvement, including indicators (1) Accountability, (2) Listening, (3) Organizational Procedure), (3) Achievement, (4) Progress, (5) Working Condition, (6) Responsibility, (7) Status, (8) Confession, (9) Compensation, (10) promotion, (11) Salary, (12) work colleague, (13) Supervision, (14) Job condition, (15) Jobs, (16) involves, (17) Communication, (18) reward, (19) responsiveness, (20) tangible.

Keywords: *Service Quality, Servant Leadership, Empowerment, Work Motivation, Job Satisfaction, path analysis, SITOREM analysis.*

INTRODUCTION

National education has a crucial role in developing skills and forming high character and culture in society to improve the nation's intelligence. The goal is to optimize the potential of students to become individuals who are faithful and pious, of good character, physically and mentally healthy, knowledgeable, skilled, creative, independent, and become democratic and responsible members of society. In achieving this goal, especially in higher education, the role of lecturers is very important in providing quality educational services.



Satisfaction has a significant effect on loyalty. This shows that loyalty has a very important role for universities, and institutions must be able to attract and retain students. The reason for institutions to attract and retain students is that when students are loyal, the institution's financial performance will increase and have an impact on the survival of the institution. Efforts to get loyal students cannot be done all at once, but through several processes, ranging from finding potential students to obtaining partners. With the creation of an optimal level of satisfaction, it encourages the creation of loyalty in the minds of students who feel satisfied earlier. In order to gain loyalty to services, institutions must be able to create products or services that can always satisfy students. Satisfied students only occur when the products or services they consume are in accordance with their needs, desires, and expectations. Student needs, wants, and expectations can only be known if the institution is student-based (customer orientation) meaning that the institution must be able to follow the needs of these students which can be done through satisfaction surveys.

In the service industry, service quality is the determinant of the success of an organization. This means that lecturers as workers in the educational service industry must continuously realize and increase awareness of the importance of performing quality services. Lecturers before being able to provide services to external parties, then first they must satisfy internal customers such as students and management or university leaders. Therefore, lecturers must be guided by how to serve as well as possible (service quality) to their internal customers. Service quality can be identified through the following five dimensions¹: First, Tangibles, which reflects how the organization shows its existence with concrete evidence to outsiders. Second, Reliability refers to the organization's ability to provide precise and reliable services as promised. Third, Responsiveness, which describes the organization's readiness to provide fast and accurate service and clear information to customers. Fourth, Assurance which includes the knowledge, courtesy, and ability of staff to build customer trust through credible

¹ Idayati, Irma, et al. "The Effect of Service Quality on Citizen's Expectation through Dimension of Tangible, Emphaty, Reliability, Responsiveness and Assurance (TERRA)." *SRIWIJAYA International Journal of dynamic economics and business* (2020): 241-252.



communication, security, competence, and a polite attitude. Fifth, Empathy refers to the attitude of providing genuine and personalized attention to customers with an effort to understand their needs.

The results of the preliminary survey by the authors found that the service quality of lecturers in this study was still low based on the results of the distribution of the initial instruments which were distributed to 30 lecturers who were conducted from 6 to 18 August 2021, with the following results:

- (a) On the Tangible dimension: 42% of lecturers are still lacking in appearance and provision of learning facilities.
- (b) On the Reliability Dimension (reliability): 40% of lecturers are still lacking in providing accuracy and consistency of service.
- (c) On the Responsiveness Dimension: 45% of lecturers are still lacking in providing speed and availability of service
- (d) On the Assurance Dimension: 43% of lecturers still lack seriousness and self-confidence in providing services
- (e) On the Empathy Dimension: 35% of lecturers still lack concern for customer needs.

Based on the data that has been presented and reinforced by the results of the preliminary survey, the quality of lecturer services at the Ministry of Transportation's Higher Education Institutions needs to be improved. This requires serious handling so that the quality of lecturer services can improve.

According to Sri Setyaningsih and Soewarto Hardhienata (2019), the main concept of the Resource Management Modeling and Optimization Approach (POP-SDM) is to develop resource management modeling and optimization as a research focus. They propose that this approach starts with a qualitative exploratory approach and then expands with a quantitative descriptive or quantitative causal approach. The aim is to explore additional factors that significantly contribute positively to the main variable under study².

² Nur Haris Ependi, D Purnomo, and Siswandi Siswandi, "The Influence of Organizational Climate and Organizational Commitment To Turnover Intension of Employees of Pt Salah Satu Branch of Bank Bumn," *International Journal of Economics, Business and Accounting Research (IJEBAAR)* 4, no. 01 (2020).



In order to find the variable that has the most positive effect on the main variable in the study, a qualitative exploratory approach was used. The aim is to find or develop a "theoretical framework" that includes a structure of thought, hypotheses, or propositions that describe the relationship between variables in the study. After the "theoretical framework" is built, the next step is to test it using a quantitative research approach, either in descriptive or causal form, to validate and measure the level of significance of the relationship between the variables that have been identified³.

Lecturers who are experts in their fields are very important in collecting data that supports the factors that can positively and dominantly influence the quality of lecturer services. Through semi-qualitative research, these variables were identified and organized in a research framework using path analysis. The mathematical model formed from this structure describes the relationship between variables in the study. The variables discovered through the semi-qualitative research were analyzed using path analysis to evaluate the strength of their relationship, which logically illustrates which variables have the most positive and dominant effect on lecturer service quality at BPSDM Ministry of Transportation⁴.

Improving the quality of lecturer services based on criteria such as Cost, Benefit, Urgency, and Importance aims to evaluate the relative influence between variables in the study. By assessing the weight of each indicator on the independent variable that has the greatest contribution, we can prioritize indicators that need to be improved immediately. This ensures that certain aspects that fall into this category are improved quickly to improve the quality of lecturer services at BPSDM Ministry of Transportation⁵.

³ S. Desianti, L. C., Hardhienata, S., & Setyaningsih, "The Modelling of ICT Literacy, Work Engagement, and Personal Knowledge Management to Enhance Teacher Creativity. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(03), 164-192," 2023.

⁴ Z. A. Juliana Widyastuti Wahyuingsih, Didik Notosudjono, Widodo Sunaryo, "Improved Engagement with Personality, Self-Efficacy, and Job Satisfaction Development. *The Mattingley Publishing Co., Inc.*, 83(23461), 23461-23472," 2020.

⁵ Triastuti Eli Swarsiki and Enny Zuhni Khayati, "MOTIVASI PEMILIHAN HIASAN GARIS PRINCESS DALAM PEMBUATAN BLUS PESERTA DIDIK SMK KARYA RINI YOGYAKARTA," *Jurnal Fesyen: Pendidikan Dan Teknologi* 10, no. 3 (2021).



The quality of lecturer services is a crucial factor because it will affect the extent to which students can follow all lecture activities. Lecture services also play an important role in determining the quality of education. This is reasonable because basically, lectures and services provided are part of a complete process and will have an impact on changes in student behavior⁶. Specifically, the intended behavioral changes include improving students' abilities, including cognitive, effective, and psychomotor abilities. Therefore, the campus needs to evaluate the service factors that affect the level of student satisfaction to improve service quality and ensure their satisfaction. By achieving student satisfaction with services, loyalty to the campus or institution will be built. Therefore, students or the community must be placed in a central position whose needs must be met in every planning and activity carried out.

THEORETICAL BASIS

Service quality is a key element that must be provided by the service sector, including in education. Evaluation of service quality is carried out by comparing perceptions of the quality of service received with existing expectations. The main indicators of service quality include consistency in service delivery, responsiveness in meeting customer needs, service quality assurance, attention to customer needs, and availability of facilities, infrastructure and facilities. In addition, service quality also includes dynamic elements related to products, services, human resources, processes, and environments that can meet or even exceed customer expectations. Additional indicators of service quality include speed of completion, level of accuracy, courtesy, availability, and convenience for customers.

In an effort to create service quality in the education sector, a factor that may be influential is servant leadership. Servant leadership is a leadership style that primarily focuses on serving others, including team members and followers. Servant leaders support and empower teachers and staff, ensuring they have the necessary resources and a conducive work environment. With strong support,

⁶ Aan Komariah et al., "Elementary School Principal Participative Leadership: Coordination in Character Education Implementation," in *2nd Padang International Conference on Educational Management and Administration 2021 (PICEMA 2021)* (Atlantis Press, 2022), 5-12.



teachers and staff will feel more valued and motivated, which in turn improves the quality of teaching and the services they provide to students.

Maxwell, J., C., Edited⁷: According to him, **servant leadership** is "servant leaders are servants first, starting from a natural feeling that one wants to serve. Then a conscious choice leads one to aspire to lead." Servant leadership is a behavioral virtue in service that begins with removing the bad things from oneself by giving a conscious choice to change for the better according to one's desires. Maxwell was inspired by the writings of Robert K. Greenleaf, who identified ten characteristics in servant leadership, namely: (a) listening attentively to staff aspirations, as this skill is important in communication and decision-making; (b) having strong empathy; (c) being able to heal complex relationships and situations; (d) having a deep awareness of self and others; (e) using persuasion rather than formal authority; (f) being able to conceptualize a clear vision; (g) having the foresight to anticipate changes and opportunities; (h) emphasizing stewardship that is attentive to the needs of others; (i) being committed to supporting the growth and development of others; and (j) building strong and inclusive communities.

Besides servant leadership, empowerment is also an important factor that can improve service quality. Empowerment involves giving teachers, staff and students the authority, resources and trust to take initiatives and make decisions that contribute to improving the quality of education services. **Empowerment** theories were put forward by experts including Bennis and Mische (2015)⁸ states that Empowerment is the process of removing the bureaucratic barriers that separate individuals and allow them to make optimal use of their skills, experience, energy, and ambition. Empowerment indicators include a. Meaning: The value of work goals that are connected to an individual's personal standards, values, and goals. Meaning reflects the compatibility of work role demands with individual beliefs, values, and behaviors. b. Competence: Represents an individual's belief in his or her ability to organize and execute actions to achieve

⁷ Jarrad Harford, Sattar A Mansi, and William F Maxwell, "Corporate Governance and Firm Cash Holdings in the US," *Journal of Financial Economics* 87, no. 3 (2008): 535-55.

⁸ H El Haissoufi et al., "Pollution Des Eaux de Puits de Certains Quartiers de La Ville de Fès, Maroc," *Revue de Microbiologie Industrielle Sanitaire et Environnementale* 5, no. 1 (2011): 37-68.



predetermined goals. The focus is on the ability to perform a specific work role, not just self-esteem or general self-confidence. c. Self-determination: An individual's belief in the freedom and autonomy to control how to carry out their work independently. d. Impact: The extent to which individuals can influence the strategic, administrative, and operational outcomes of the organization.

Furthermore, Terry⁹ defines **empowerment** as giving ability or power to individuals or groups. It also involves a collaborative decision-making process. Empowerment indicators include: a. Increasing employee motivation and morale. b. Advancing career development. c. Improving conceptual thinking skills. d. Developing leadership abilities. e. Improving performance which ultimately contributes to increased compensation or financial rewards. Developing leadership abilities. e. Improving performance which ultimately contributes to increased compensation or financial rewards.

Furthermore, motivation is also a factor that can improve service quality in a way that motivated lecturers will be more dedicated and committed to their duties. They will increase their efforts to provide optimal teaching and services, which will directly improve the quality of education for students. Robbins, S.P. defines motivation as the process that influences how hard, how far, and how long an individual tries to achieve goals. Increased motivation is reflected in the intensity, direction, and persistence of an individual's effort at work. Motivation has two main types, namely extrinsic motivation and intrinsic motivation. 1) Intrinsic motivation is motivation from within oneself, such as: a) needs, something needed to fulfill one's desires and comfort, b) goals, namely the existence of a target that can be achieved, c) attitude is a reflection of the feelings a person has towards an activity, and d) ability, is a person's capacity or assessment in carrying out an activity, 2) Extreme Motivation is motivation outside the self (environment) such as: a) Compensation, is something a person receives after carrying out an activity or job, b) Status, is a person's condition/ position in carrying out work, c) Supervision is supervision carried out

⁹ Meredith L Terry and Mark R Leary, "Self-Compassion, Self-Regulation, and Health," *Self and Identity* 10, no. 3 (2011): 352–62.



at work, and d) Competition is the existence of competition and doing something to achieve desires/goals.

After high motivation in human resources, for example in lecturers, it encourages job satisfaction for them. High job satisfaction in lecturers can improve service quality. When lecturers are satisfied with their jobs, this has a positive impact on various aspects, which in turn contributes to improving the quality of education. Satisfied lecturers tend to provide better quality teaching and give extra attention and support to students. According Colquitt et al. (2015), job satisfaction is a positive emotional state that arises from an individual's assessment of their job or work experience. In simple terms, job satisfaction reflects a person's feelings and views towards their job. Employees who are satisfied with their jobs will experience positive emotions when they think about or perform their tasks. In contrast, employees who are dissatisfied with their jobs experience negative emotions in thinking about or performing their tasks¹⁰.

Job satisfaction is associated with a variety of behaviors that are significant in influencing organizational performance. Job satisfaction positively influences a person's intention to remain committed to their job, although its influence on the decision to stay in the job is not so great. Several characteristics of job satisfaction can be measured from the following things: (1) High pay or salary that brings a sense of security. (2) Promotion, namely frequent promotions and promotions based on ability. (3) Supervision, namely the influence of good supervision, praise for good work. (4) Work partners include work partners who are pleasant, work partners who have responsibilities. Work that utilizes individual skills, provides freedom and independence, and offers intellectual stimulation, allows for creative expression, and provides a sense of accomplishment. (5) Altruism, which involves doing good to others. (6) Moral status, which includes social esteem, power and fame among others. (7) Environment, which includes the status of being safe and comfortable to live in.

¹⁰Colquitt, Jason A., Jeffery A. Lepine, and Michael J. Wesson. "Organizational behavior: Improving performance and commitment." *Organizational Behaviour*. McGraw-Hill Education. www.mhhe.com (2015).



Based on these findings, there are several variables that can influence service quality in the education sector, including servant leadership, empowerment, motivation and job satisfaction. Therefore, research is needed to investigate the influence of these variables. The design and constellation of this study uses a correlational approach, which will be analyzed using the SITOREM analysis method. SITOREM is a scientific approach that integrates identification theory with statistical models and analysis methods to achieve an optimal solution. Through this SITOREM analysis, recommendations are derived from the results of the indicators as guidance to the relevant parties of this study¹¹. In the process of determining the priority of handling indicators, Sitorem applied the following three criteria:

- 1) Evaluation of the influence between variables based on the results of hypothesis testing.
- 2) Assessment of the priority order of handling indicators from experts.
- 3) Calculation of indicator values from data collected through responses from research respondents.

The influence between independent variables and dependent variables was analyzed using correlational statistical methods. Meanwhile, the priority order of indicators was determined based on evaluations or assessments conducted by experts. Indicator values were obtained from field data collected through counting answers from research respondents. Based on the SITOREM analysis, the results will be as follows:

- 1) The assessed indicators have reached an adequate level, and are therefore recommended to be maintained.
- 2) Indicators that have not yet reached an adequate level, and are therefore recommended to be improved in the order of priority.

Prioritization in this improvement is very important given the limited resources of the organization, so that improvements are carried out in stages in accordance with the organization's capacity¹².

¹¹ Hardhienata.

¹² Hardhienata.



RESEARCH METHODS

This research was conducted at the 22 Higher Education under Ministry of Transportation. This research will be carried out for 6 months from July to December 2023. The population in this study is a homogeneous population, totaling 327 lecturers. There are 181 samples based on the Taro Yamane formula. Data collection techniques used questionnaires in the form of statements to measure service quality variables, servant leadership, empowerment, work motivation, and job satisfaction. The data analysis technique in this study fully uses the help of SPSS version 25 software to analyze descriptive statistics, test data analysis requirements including normality tests, homogeneity tests and linearity tests and hypothesis testing including simple regression tests, simple correlation tests and influence tests and SITOREM analysis. Based on the results of the path analysis, the SITOREM approach was used to set priorities in addressing indicators that still need to be strengthened. The final output of the SITOREM method is recommendations and strategies to improve those aspects of resource management that are still sub-optimal, which are considered the main steps that benefit the organization.

RESULT AND DISCUSSION

Hypothesis testing is done by path analysis. Testing the first hypothesis, until the seventh hypothesis analysis of influence, correlation and simple regression. Test the model with the substructure. The results of the hypothesis test show the following results:

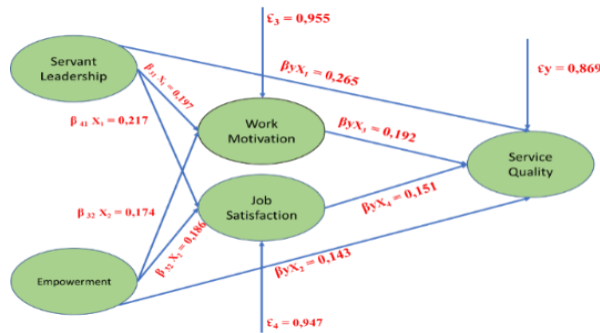


Figure : Hypothesis of path analysis



After testing the hypothesis, then identify and calculate the direct and indirect effects between variables. The magnitude of the direct and indirect effects is obtained from the path coefficient and correlation coefficient. The sum of direct and indirect influences is called total influence. The magnitude of the direct and indirect effects can be explained in the following summary table:

No.	Variable	Effect		Total
		Direct	Indirect	
1	$X_1 - Y$	0.265		
2	$X_2 - Y$	0.143		
3	$X_3 - Y$	0.192		
4	$X_4 - Y$	0.151		
5	$X_1 - X_3$	0.245		
6	$X_2 - X_3$	0.228		
7	$X_1 - X_4$	0.268		
8	$X_2 - X_4$	0.245		
9	$X_1 - Y$ through X_3	0.265	$0.245 \times 0.339 = 0.083$	0.348
10	$X_2 - Y$ through X_3	0.143	$0.228 \times 0.242 = 0.055$	0.198
11	$X_1 - Y$ through X_4	0.265	$0.268 \times 0.345 = 0.092$	0.357
12	$X_2 - Y$ through X_4	0.143	$0.245 \times 0.246 = 0.060$	0.203

The results of the path analysis :

- 1) Servant leadership has a direct positive effect on service quality of 0.265.
- 2) Empowerment has a direct positive effect on service quality of 0.143.
- 3) Work motivation has a direct positive effect on service quality by 0.192.
- 4) Job satisfaction has a direct positive effect on service quality by 0.151.
- 5) Servant leadership has a direct positive effect on work motivation by 0.245.
- 6) Empowerment has a direct positive effect on work motivation by 0.228.
- 7) Servant leadership has a direct positive effect on job satisfaction of 0.268.
- 8) Empowerment has a direct positive effect on job satisfaction of 0.245.
- 9) Servant leadership has an indirect positive effect on service quality through work motivation of 0.339.
- 10) Empowerment has an indirect positive effect on service quality through work motivation by 0.0242.



- 11) Servant leadership has an indirect positive effect on service quality through work motivation of 0.345.
- 12) Empowerment has an indirect positive effect on service quality through work motivation of 0.246.

Based on the results of the study, it can be concluded that to improve the quality of lecturer services, the necessary strategies include four main aspects: strengthening servant leadership, empowerment, work motivation, and job satisfaction. The findings of the first hypothesis indicate a direct positive impact of the application of servant leadership on lecturer service quality. This means that when lecturers or academic leaders apply servant leadership, the quality of service they provide tends to improve. Servant leadership creates an environment that is supportive, collaborative, and encourages lecturers to provide the best service. This result is consistent with previous research showing that servant leadership dimensions contribute positively to service quality in Babel Water Directorate organizations. This study ends with some recommendations for research institutions to improve the quality of service to the community¹³.

This result is also consistent with other findings showing that self-efficacy acts as a link between servant leadership and employee service quality. This means that servant leadership not only directly improves service quality, but also strengthens employees' belief in their abilities (self-efficacy), which in turn contributes to improved service quality. However, there is a negative relationship between the alignment of servant leadership and employee self-efficacy with service quality; the lower the alignment, the lower the service quality provided by employees. Therefore, it is important for organizations to ensure that the application of servant leadership matches the level of employee self-efficacy in order to achieve optimal service quality¹⁴.

¹³ Shaaban, Haider Ali, and Atheer Abdullah Mohammed. "The effect of servant leadership on service quality: An applied research in the Babylon Water Directorate." *Journal of Contemporary Issues in Business and Government* Vol 27, no. 2 (2021).

¹⁴Liu, Chenchen, Xiaoyan Mi, and Yan Gao. "How Servant Leadership Influence Employee Service Quality of Fitness Centers During COVID-19: The Interacting Effects of Self-Efficacy." *Psychology Research and Behavior Management* (2023): 801-815.



Servant leadership among lecturers creates a bond of mutual support and care through a personal and human approach. Based on the principle of reciprocity, lecturers become more inspired and put more effort into their work. In addition, with a focus on serving rather than being served, leaders who apply servant leadership readily work together with lecturers to achieve common goals. They value lecturers and put their interests above their own, which significantly boosts lecturers' morale and provides strong motivation to provide optimal service.

The findings of the next hypothesis show that empowerment directly has a positive effect on service quality. This means that empowerment can improve the quality of lecturer services. When empowerment is increased, lecturers feel more valued and have more control over their work, which in turn increases their commitment and performance. Lecturers who feel empowered tend to provide high-quality services because they have the resources and authority to do so.

This finding is in line with the results of previous studies which show that empowerment has a direct positive influence on service quality in the General Bureau. Signaling that increased empowerment is predicted to improve service quality. This finding confirms that to maintain, improve, and expand the dimensions and indicators of empowerment in order to improve the quality of employee services at the General Bureau, organizations need to strengthen and improve empowerment strategies¹⁵. In addition, other studies have also found that employee empowerment effectively supports hospitality organizations in improving service quality and job satisfaction. This empowerment also helps them gain a competitive advantage¹⁶.

The results of the third hypothesis show that work motivation directly has a positive effect on service quality. This suggests that lecturers' service quality can be influenced by the level of work motivation they have. Work motivation

¹⁵ Haryono, Koko, and Henry Eryanto. "Influence of Organizational Culture and Empowerment correlated to Work Engagement As an Intervening Variables towards to the Service Quality of General Bureau at the Ministry of State Secretariat." *Journal of Business and Behavioural Entrepreneurship* 5, no. 1 (2021): 1-15.

¹⁶ Baumgartner, Julia. "Benefits of employee empowerment for service quality and job satisfaction in the hospitality industry." *Signature* (2014).



includes the energy, commitment, and creativity that lecturers bring to their tasks. High levels of motivation are often associated with superior work quality. Motivated lecturers tend to be more enthusiastic in providing satisfactory services to students and related parties. This finding is consistent with previous research showing that work motivation has a positive and significant impact on job satisfaction and service quality in various companies in cities in Indonesia. Another study conducted in several cities in South Africa, also indicated that motivated employees tend to provide quality services¹⁷.

These findings suggest that work motivation is a key factor in improving service quality. High motivation in human resources can increase their energy, commitment and creativity. This can then improve the quality of services provided. Thus, efforts to improve lecturers' work motivation can have a positive impact on the quality of services enjoyed by students and other parties involved.

The results of the next hypothesis show that job satisfaction has a positive direct effect on service quality. This implies that lecturers' job satisfaction can affect the quality of service they provide. Job satisfaction refers to the feeling of satisfaction or pleasure that lecturers feel towards their work. High job satisfaction usually contributes to better performance and reduced staff turnover. Factors that can increase job satisfaction include good working conditions, positive relationships with coworkers and superiors, good work-life balance, and fair compensation. Lecturers who are satisfied with their jobs tend to be more dedicated and motivated to provide superior service.

This finding is in line with previous research that confirms that job satisfaction partially contributes to service quality. Factors such as performance evaluation, interaction with coworkers, and compensation have an important impact on service quality, while relationships with superiors, job duties, and work environment conditions do not significantly influence it¹⁸. In addition, other

¹⁷ Sibonde, Amanda H., and Maurice O. Dassah. "The relationship between employee motivation and service quality: Case study of a selected municipality in the Western Cape province, South Africa." *Africa's Public Service Delivery & Performance Review* 9, no. 1 (2021): 12.

¹⁸ Kim, Pansoo and Han, Jang-Hyup. "Effects of job satisfaction on service quality, customer satisfaction, and customer loyalty: The case of a local state-owned enterprise." (2013).



studies have shown that job satisfaction significantly affects the quality of care services at Abdul Wahab Sjahranie Samarinda Hospital ¹⁹. So these findings emphasize the importance of job satisfaction of human resources on the quality of service.

The results of SITOREM analysis show that there are indicators of service quality variables, servant leadership, empowerment, work motivation and job satisfaction that are prioritized for improvement : (1) Accountability, (2) Listening, (3) Organizational Procedure), (3) Achievement, (4) Progress, (5) Working Condition, (6) Responsibility, (7) Status, (8) Confession, (9) Compensation, (10) promotion, (11) Salary, (12) work colleague, (13) Supervision, (14) Job condition, (15) Jobs, (16) involves, (17) Communication, (18) reward, (19) responsiveness, (20) tangible.

CONCLUSION

Based on the results of the analysis, discussion of research findings, and hypothesis testing, the conclusions that can be drawn are as follows:

1. The strategy to improve Service Quality (Y) can be done by strengthening Servant Leadership (X1), Empowerment (X2), Work Motivation (X3) and Job Satisfaction (X4)
2. There is an indirect positive effect of Empowerment (X2) on Service Quality (Y) through Job Satisfaction (X4) with a path coefficient (β_{x_2y}) of 0.246 so that strengthening Empowerment (X2) can strengthen Service Quality (Y) through increased Job Satisfaction (X4).
3. Improving the quality of lecturer services is by strengthening the variables of Servant Leadership, Job Satisfaction, Job Motivation, and Job Satisfaction by improving weak indicators and maintaining good indicators, based on the results of SITOREM analysis as follows: a) Servant Leadership is strengthened by improving indicators of Accountability and Listening, and maintaining indicators of Compassion, Accountability and Integrity. B) Empowerment is strengthened by improving indicators of delegating or involving, open

¹⁹ Muksin, Muksin, and Muhammad Henry Gunawan. "The Effect of Teamwork and Job Satisfaction on Service Quality at Abdoel Wahab Sjahranie Hospital." *Indonesian Journal of Wiyata Health Administration (IJWHA)* 1, no. 1 (2021): 24-29.



communication, and providing credibility (respect and competence), and maintaining indicators of Giving confidence, Building Trust and Training accountability. C) Work Motivation is strengthened by improving indicators of Organizational Procedure, Achievement, Progress, Working Conditions, Responsibility, Status, Confession and Compensation. D) Job Satisfaction is strengthened by improving indicators of Promotion Opportunities, Salary, Colleagues, Supervision, Working Conditions and the Job itself.

BIBLIOGRAPHY

- Ahmad, Alay, and Triantoro Safaria. "Effects of Self-Efficacy on Students' Academic Performance." *Journal of Educational, Health and Community Psychology* 2, no. 1 (2013): 22-29.
- Akbar, M., Abdullah, T., & Anshar, M. "Saudi Journal of Humanities and Social Sciences (SJHSS) The Impact of Pemberdayaan, Learning Organization and Innovative Behavior to Performance of Customs and Excise Functional Official at Tanjung Priok Customs and Excise Main Service Office. 6256, 128," 2015. <https://doi.org/10.21276/sjhss.2017.2.12.14>.
- Asbari, Masduki, Dylmoon Hidayat, and Agus Purwanto. "Managing Employee Performance: From Leadership to Readiness for Change." *International Journal of Social and Management Studies (IJOSMAS)* 02, no. 01 (2021): 74-85.
- Asbari, Masduki, Dewiana Novitasari, and Agus Purwanto. "Pengaruh Trust in Leadership Terhadap Perilaku Inovatif Guru." *Jurnal Pendidikan Transformatif* 1, no. 1 (2022): 1-6.
- Baines, Paul, and Chris Fill. *MARKETING 3E P*. Oxford University Press, USA, 2014.
- Baumgartner, Julia. "Benefits of employee empowerment for service quality and job satisfaction in the hospitality industry." *Signature* (2014).
- Brewer, John D. *Peace Processes: A Sociological Approach*. Polity, 2010.
- Colquitt, Jason A., Jeffery A. Lepine, and Michael J. Wesson. "Organizational behavior: Improving performance and commitment." *Organizational Behaviour*. McGraw-Hill Education. www.mhhe.com (2015).
- Dasmin, A., Abdullah, T., & Setyaningsih, S. "Improving Teacher Performance through Organizational Culture, Transformational Leadership and Work Motivation. *International Journal of Managerial Studies and Research*, 8(7), 33- 40.," 2020. <https://doi.org/10.20431/2349-0349.0807004>.
- Desianti, L. C., Hardhienata, S., & Setyaningsih, S. "The Modelling of ICT



- Literacy, Work Engagement, and Personal Knowledge Management to Enhance Teacher Creativity. *Asian Journal of Management, Entrepreneurship and Social Science*, 3(03), 164-192," 2023.
- Dollar, George W. "A History of Fundamentalism in America," 1973.
- Ependi, Nur Haris, D Purnomo, and Siswandi Siswandi. "The Influence of Organizational Climate and Organizational Commitment To Turnover Intension of Employees of Pt Salah Satu Branch of Bank BumN." *International Journal of Economics, Business and Accounting Research (IJEBAR)* 4, no. 01 (2020).
- Frinaldi, Aldri, Boni Saputra, Muhamad Ali Embi, Dedi Kusuma Habibie, and Fenni Hashanah. "Mediation effect of job satisfaction: Work motivation and e-government on service quality in the government of aceh singkil, Indonesia." *Journal of Public and Nonprofit Affairs* 9, no. 3 (2023): 317-337.
- Haissoufi, H El, S Berrada, M Merzouki, M Aabouch, L Bennani, M Benlemlih, M Idir, A Zanibou, Y Bennis, and A El Ouali Lalami. "Pollution Des Eaux de Puits de Certains Quartiers de La Ville de Fès, Maroc." *Revue de Microbiologie Industrielle Sanitaire et Environnementale* 5, no. 1 (2011): 37-68.
- Hardhienata, Soewarto. "The Development of Scientific Identification Theory to Conduct Operation Research in Education Management." In *IOP Conference Series: Materials Science and Engineering*, 166:12007. IOP Publishing, 2017.
- Harford, Jarrad, Sattar A Mansi, and William F Maxwell. "Corporate Governance and Firm Cash Holdings in the US." *Journal of Financial Economics* 87, no. 3 (2008): 535-55.
- Haryono, Koko, and Henry Eryanto. "Influence of Organizational Culture and Empowerment correlated to Work Engagement As an Intervening Variables towards to the Service Quality of General Bureau at the Ministry of State Secretariat." *Journal of Business and Behavioural Entrepreneurship* 5, no. 1 (2021): 1-15.
- Hewstone, Miles, Jared B Kenworthy, Ed Cairns, Nicole Tausch, Joanne Hughes, Tania Tam, and C Pinder. "Stepping Stones to Reconciliation in Northern Ireland: Intergroup Contact, Forgiveness and Trust." *The Social Psychology of Intergroup Reconciliation*, 2008, 199-226.
- Huberty, Jennifer, Megan E. Puzia, Jeni Green, Robert D. Vlisides-Henry, Linda Larkey, Michael R. Irwin, and Ana Maria Vranceanu. "A Mindfulness Meditation Mobile App Improves Depression and Anxiety in Adults with Sleep Disturbance: Analysis from a Randomized Controlled Trial." *General Hospital Psychiatry* 73 (2021): 30-37.



- <https://doi.org/10.1016/j.genhosppsy.2021.09.004>.
- Idayati, Irma, et al. "The Effect of Service Quality on Citizen's Expectation through Dimension of Tangible, Emphaty, Reliability, Responsiveness and Assurance (TERRA)." *SRIWIJAYA International Journal of dynamic economics and business* (2020): 241-252. <https://doi.org/10.29259/sijdeb.v4i3.241-252>.
- Juliana Widyastuti Wahyuingsih, Didik Notosudjono, Widodo Sunaryo, Z. A. "Improved Engagement with Personality , Self-Efficacy , and Job Satisfaction Development. The Mattingley Publishing Co., Inc., 83(23461), 23461-23472.," 2020.
- Kim, Pansoo and Han, Jang-Hyup. "Effects of job satisfaction on service quality, customer satisfaction, and customer loyalty: The case of a local state-owned enterprise." (2013).
- Komariah, Aan, Dedy Achmad Kurniady, Zuraidah Abdullah, and Cucun Sunaengsih. "Elementary School Principal Participative Leadership: Coordination in Character Education Implementation." In *2nd Padang International Conference on Educational Management and Administration 2021 (PICEMA 2021)*, 5-12. Atlantis Press, 2022.
- Kotler, Philip. *Prinsip – Prinsip Pemasaran Manajemen*. Jakarta: Prenhalindo, 2000.
- Liu, Chenchen, Xiaoyan Mi, and Yan Gao. "How Servant Leadership Influence Employee Service Quality of Fitness Centers During COVID-19: The Interacting Effects of Self-Efficacy." *Psychology Research and Behavior Management* (2023): 801-815.
- Luthans, Fred. "Perilaku Organisasi,(Alih Bahasa VA Yuwono, Dkk)." *Edisi Bahasa Indonesia, Yogyakarta: ANDI, 2006*.
- Muksin, Muksin, and Muhammad Henry Gunawan. "The Effect of Teamwork and Job Satisfaction on Service Quality at Abdoel Wahab Sjahranie Hospital." *Indonesian Journal of Wiyata Health Administration (IJWHA)* 1, no. 1 (2021): 24-29.
- Nugroho, Aji, and Muljadi Muljadi. "Pengaruh Kepemimpinan Visioner Dan Motivasi Berprestasi Terhadap Inovasi Guru Pendidikan Agama Buddha Se-Provinsi Bali." *Dhammavicaya: Jurnal Pengkajian Dhamma* 5, no. 2 (2022): 30-40.
- Robbins, Stephen P. "Perilaku Organisasi, Alih Bahasa: Benyamin Molan." *Jakarta: PT. Prenhalindo, 2006*.
- Rosandi, Ari, Soewarto Hardhienata, Widodo Sunaryo, and M Zainal Arifin. "Improvement of Organizational Citizenship Behavior (OCB) through Strengthening Transformational Leadership, Job Satisfaction, and Self-



- Efficacy." *Opción: Revista de Ciencias Humanas y Sociales*, no. 21 (2019): 968-88.
- Sibonde, Amanda H., and Maurice O. Dassah. "The relationship between employee motivation and service quality: Case study of a selected municipality in the Western Cape province, South Africa." *Africa's Public Service Delivery & Performance Review* 9, no. 1 (2021): 12.
- Setyaningsih, Sri, Dinni Sukanti, and Soewarto Hardhienata. "Teacher's Innovation Improvement through the Development of Organizational Climate and Emotional Intelligence Using Correlation Statistical Analysis and Sitorem Method." In *3rd Asian Education Symposium (AES 2018)*, 45-49. Atlantis Press, 2019.
- Shaaban, Haider Ali, and Atheer Abdullah Mohammed. "The effect of servant leadership on service quality: An applied research in the Babylon Water Directorate." *Journal of Contemporary Issues in Business and Government* Vol 27, no. 2 (2021).
- Sugiyono. *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D*. Alfabeta, 2016.
- Supranto, J. *Statistik Teori Dan Aplikasi*. Edited by Wibi Hardani Devri Barnadi. Ketujuh. Jakarta: Erlangga, 2008.
- Swarsiki, Triastuti Eli, and Enny Zuhni Khayati. "MOTIVASI PEMILIHAN HIASAN GARIS PRINCESS DALAM PEMBUATAN BLUS PESERTA DIDIK SMK KARYA RINI YOGYAKARTA." *Jurnal Fesyen: Pendidikan Dan Teknologi* 10, no. 3 (2021).
- Terry, Meredith L, and Mark R Leary. "Self-Compassion, Self-Regulation, and Health." *Self and Identity* 10, no. 3 (2011): 352-62.
- Tjiptono, Fandy. "Service Management Mewujudkan Layanan Prima," 2020.
- Walters, Darren L, Antti Sarela, Anita Fairfull, Kylie Neighbour, Cherie Cowen, Belinda Stephens, Tom Sellwood, Bernadette Sellwood, Marie Steer, and Michelle Aust. "A Mobile Phone-Based Care Model for Outpatient Cardiac Rehabilitation: The Care Assessment Platform (CAP)." *BMC Cardiovascular Disorders* 10 (2010): 1-8.
- Wargo, Thamrin Abdullah, Zaenal Abidin Herfina, And Munakib Muhamad Riyad. "Improving Creativity Through Strengthening Transformational Leadership, Self Efficiency And Achievement Motivation." *Palarch's Journal Of Archaeology Of Egypt/Egyptology* 17, No. 6 (2020): 12898-911.

