

Rejuvenation of the Training Model and Transformational Leadership in Improving Service Quality at Government Banks

Rahmi Yunita, Mochamad Soelton
University Mercu Buana, Jakarta, Indonesia

Abstract. Improving service quality here includes improving customer experience in using banking services that are easy, fast and safe, such as improving the quality of mobile banking, branch services, and other digital products. This study aims to analyze the factors that influence service quality at PT Bank Mandiri in the Jakarta Pondok Kelapa Area. The population of this study were frontliner employees of PT Bank Mandiri in the Jakarta Pondok Kelapa Area with a sample size of 72 employees. The data analysis method uses Structural Equation Model-Partial Least Square (SEM-PLS). The results found that training has a positive and insignificant effect on service quality. Transformational Leadership has a positive and insignificant effect on service quality. Training has a positive and insignificant effect on Job Satisfaction. Transformational Leadership has a positive and significant effect on Job Satisfaction. Job Satisfaction has a positive and significant effect on service quality. Job Satisfaction is not able to mediate between training variables and service quality. Job Satisfaction is able to mediate between Transformational Leadership variables and service quality. Finding, leaders are unable to be role models in providing support to the organization to achieve performance goals, including in encouraging service quality.

Keywords: Training, Transformational Leadership, Service Quality, Job Satisfaction

Introduction

Business in the field of banking services is a business of trust, so the safety factor in storing customer funds in the bank is the most important thing and is the main focus for all banks including Bank Mandiri in competing with its competitors. Seeing the business competition in the banking industry which is very competitive, Bank Mandiri as one of the Government Banks must continue to innovate in all aspects including in the management of human resources so as to improve service quality (Soelton, *et al*, 2018). The existence of technological advances, especially in the banking industry, must be balanced with the competence of its human resources so that they are able to adapt to these technological advances (Dandis & Wright, 2020; Soelton & Ramli, 2018).

Data shows that from 2017 to 2021 fintech companies continue to grow, this describes that people are more interested in becoming fintech users who provide convenience in financial transactions. The presence of fintech companies that rely on technological advances is welcomed by the public, especially millennials who prefer fast and easy services. Competition between conventional banks and digital banks or fintech is getting tighter, therefore Bank Mandiri must continue to innovate, one of which is by improving the quality of service to customers so that customers remain loyal and increase customer trust in Bank Mandiri (DataIndonesia.id, 2023).

The organization's performance rose from 10th place in 2021-2022 according to the MRI version and third place in the Forbes version, not yet ranked first, while BCA and DBS managed to rank first and second, even though it can be seen from the number of employees, which is larger than the two banks. Therefore, there is a need for improvement in terms of human resources to be able to provide better services. This is a problem for researchers to conduct research on the rise and fall of the ranking. As the largest bank in Indonesia, which was successful in terms of profit growth between 2018 and 2022, it can be seen that profits

grew significantly, although in 2020 it fell due to the Covid-19 pandemic which affected almost all industrial sectors. The company's performance results from 2018-2022 are based on the profit earned by the company and compared to other large banks.

Interesting in this study, the quality of service provided to customers cannot be separated from the quality of frontline services that are at the forefront of promoting and selling banking products. According to (Angelova & Zekiri, 2011; Agag & El-Masry, 2017; Adeniji & Olalekan, 2018) the frontline is the front employee who is the first contact in the organization located behind the counter, telephone desk, or at the door who has knowledge related to their work to meet customer demand.

This situation found several research gaps (Al-Hawari, 2015; Angelova & Zekiri, 2011; Anouze et al., 2019; Manggala & Nurhayati, 2022) that training has no effect on internal service quality, then research from (Waqanamaravu & Arasanmi, 2020) there is no positive relationship between access to training and service quality. However, research by (Mohsin Butt & Aftab, 2013; Dandis & Wright, 2020; Khassawneh & Mohammad, 2021) with the results of HR practices (recruitment and selection, training, rewards and incentives, and internal career opportunities) helps in providing high service quality. Further research by (Abdullah et al., 2014; Al-Hawari, 2015; Adeniji & Olalekan, 2018) found that banking knowledge for frontlines significantly affects the quality of service to customers where this knowledge is obtained from the training provided to the frontline. Then research conducted by (Phan *et al.*, 2021) with the title The Role Of Management Training In Improving Customer Service Quality with the results of the study stated that training has a positive effect on service quality.

Research from (Goula *et al.*, 2022); states that there is a positive relationship between job satisfaction and internal service quality, but in another study by (Milana, 2018) that Job Satisfaction has no significant relationship to Service Quality. Then the transformational leadership variable with reference to previous research such as research by (Anouze et al., 2019; Mohsin Butt & Aftab, 2013; Dandis & Wright, 2020; Manggala & Nurhayati, 2022) states that transformational leadership has no effect on internal service quality. However, research (Chang *et al.*, 2019) states that transformational leadership affects service quality through innovation behavior. Furthermore, research (Su *et al.*, 2019) confirms that transformational leadership significantly improves service quality, while (Al-Hawari, 2015; Angelova & Zekiri, 2011; Yohana, 2017) states that leadership has an impact on service quality.

Referring to the research above, providing excellent service quality is a top priority and as a measure of competitive advantage in the banking industry. Therefore all banks in Indonesia know customer perceptions of satisfaction is very important, loyal customers are an effective promotional tool to promote banking products. Loyal customers will bring other customers to enjoy the services of a bank. The more the number of customers increases, the more the company's revenue and profits increase.

Literature Review

Service Quality

The definition of service by (Kasmir dalam Manggala, 2022) is an action or action of a person or an organization to provide satisfaction to customers, fellow employees, and also leaders. According to (Parasuraman *et al.*, dalam Shetty *et al.*, 2022) service quality is an important means of gaining a strategic advantage in an increasingly competitive environment, where consumers demand higher quality when choosing a service provider. Service quality according to (Lewis dan Booms in (Tjiptono, 2017) is a measure of how well the level of service provided can meet customer expectations. Another definition of service quality by (Zeithaml dan Bitner (1996) in (Ariansyah, *et al.*, 2013) shows that service quality is superior

or excellent service relative to or based on consumer expectations. Services are commodities while services are company activities to customers, related to a right that is independent of the issue of whether the right holder can be burdened with an obligation or not. However, every service provided to customers demands the quality of the good and professional performance of the service providers (Mulyawan, 2016).

Training

Training is a planning activity that aims to make employees more qualified and productive in achieving individual and organizational goals. The definition of training by (Waqanimaravu & Arasanmi, 2020) is to improve or update employees' knowledge, skills, and behavior for the better and improve performance according to current and future job needs. According to (Zainal, *et al.*, 2018) Training is a process of systematically changing employee behavior to achieve organizational goals related to employee skills and abilities to do current work. So it can be concluded that training or training is a learning process that develops the skills, knowledge, and attitudes needed to improve a person's performance in a particular task or job and is designed to meet the specific needs of the organization or individual to achieve predetermined goals.

Transformational Leadership

In general, transformational leadership is a form of management that aims to drive positive change in the organization by motivating teams and subordinates to achieve higher goals, creating a positive and competitive work environment, and increasing individual and group effectiveness. Transformational leadership is a leadership style that is intrinsic, charismatic, and changes the organization to achieve common goals. The importance of leadership in every organization can provide opportunities to maximize the profitability of organizations that are able to polish their abilities and assist them in achieving their full potential (Soelton, *et al.*, 2021). Transformational leadership not only inspires followers to believe in themselves, but also in their own potential to imagine and create a better future for the organization, according to Edison (2016) in (Manggala, 2022) With inspiring motivation, leaders encourage and guide their teams to overcome difficulties and challenges, achieve their goals, and meet high expectations. Leaders try to inspire followers with affective and hortatory statements. These transformational leaders are sensitive to environmental changes and aware of individual needs, enabling them to encourage collaboration and partnership in a global context (Kumar, 2019 in Su, *et al.*, 2019).

Job Satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the expectations that apply to them (Ramli & Soelton, 2019). Job satisfaction job satisfaction is very important because it can affect many other factors in the workplace, such as productivity, absenteeism, and employee turnover. Locke in (Ritonga & Tun Ganyang, 2020) views job satisfaction as a pleasant and optimistic emotional expression of an employee's assessment of job performance or work experience, in which the employee appreciates certain aspects of his job. According to (Badriyah in Soelton, *et al.*, 2020) argues that job satisfaction is the attitude or feelings of employees about the pleasant or unpleasant aspects of their work, as assessed by each individual. It can be concluded that job satisfaction is the level of satisfaction that individuals feel towards their work, which includes aspects such as recognition, compensation, benefits, relationships with the work environment, opportunities for development, and company policies. If an employee is satisfied with their job, they are usually highly motivated, happy and more productive at work.

Relationship between Training on Service Quality

The importance of training can increase productivity, develop skills so that when employees get training that supports their work, it will increase employee satisfaction which is shown by the results of their performance and the quality of service they provide to customers. Training that has been implemented must continue to be improved, because with training employees can improve their quality of work both in behaviour and welfare (Faisal & Murkhana, 2019)

H1: Training has a positive and significant effect on Service Quality.

Relationship between Transformational Leadership on Service Quality

Transformational leadership is a leadership style that supports, inspires, motivates and guides team members to achieve their best potential, encourages innovation and increases employee creativity to achieve performance goals. Transformational leadership according to (Mahdikhani & Yazdani, 2020) is a leader who empowers his followers, motivates them and encourages them to achieve group goals rather than pursue personal interests. These leaders use all their intelligence, talents and abilities to promote the ideals of others aimed at improving individual and organisational performance.

H2: Transformational leadership has a positive and significant effect on service quality.

Relationship between Training on Job Satisfaction

The level of employee satisfaction with their work will happily fulfil their duties and responsibilities as employees, especially employees who work in the service industry. Employees who are satisfied with their jobs will feel happy so that they are motivated to do something that the job wants. Job satisfaction is very important in an organisation because it can affect various factors, such as employee productivity, absenteeism, and employee turnover rates (Ramli & Soelton, 2019). Job satisfaction can be felt when employee expectations can be met by the organisation to support their work. One form of company support is to provide training opportunities to employees to increase their knowledge and competencies that can improve their performance results.

H3: Training has a positive and significant effect on Job Satisfaction.

Relationship between Transformational Leadership on Job Satisfaction

Job satisfaction can be felt when employee expectations can be met by the organisation through a leadership style that is able to support the achievement of their work. One form of organisational support is by implementing a transformational leadership style that supports, motivates, inspires, empowers teams to innovate and create in achieving their best potential, this is supported by research (Boamah *et al.*, 2018). This leadership style is able to create a mutually supportive work environment so as to increase employee job satisfaction.

H4: Transformational Leadership has a positive and significant effect on Job Satisfaction.

Relationship between Job Satisfaction on Service Quality

In improving the quality of service provided by employees to customers is by increasing employee job satisfaction provided by the organisation. When the job satisfaction expected by employees is fulfilled, these employees will work happily, providing maximum service to customers. In accordance with previous research by (Shen & Tang, 2018), the compensation expected by employees is financial and non-financial. When job satisfaction is achieved, it will reflect the positive feelings of employees about the work done so that it affects the quality of service provided.

H5: Job Satisfaction has a positive and significant effect on service quality.

Relationship between Training on Service Quality Mediated Job Satisfaction

The benefits of training such as increasing employee competence, knowledge and behaviour and improving performance in accordance with current and future organisational needs. Increased knowledge and employee behaviour resulting from training so that it affects the quality of service provided. If employees are well trained, they are able to increase job satisfaction so that the quality of service provided by employees can be improved.

H6: Training on Service Quality which is mediated Job Satisfaction.

Relationship between Transformational Leadership on Service Quality Mediated Job Satisfaction

Transformational leadership style is a form of leadership that encourages change, motivates teams to achieve higher goals, inspires, provides clear direction, fulfils team needs, and focuses on developing teams to increase their potential. With the support of the leadership, employees feel that their position is recognised and are able to increase job satisfaction and improve the quality of service provided by employees to customers.

H7: Transformational Leadership Service Quality which is mediated Job Satisfaction.

Research Method

The purpose of this study is to explain the relationship between training, Transformational Leadership and Job Satisfaction on service quality. This research was conducted using a questionnaire instrument distributed via a google form link using a five-point Likert scale used to weight values from strongly agree to strongly disagree. This questionnaire was distributed personally to frontline employees at PT Bank Mandiri as many as 72 respondents. The sample used in this study was a saturated sample so that all populations were sampled. The data that has been collected is analysed with Smart-PLS version 3.0 statistical calculations. PLS (Partial Least Square) is a multivariant statistical technique that compares multiple dependent variables and multiple independent variables (Jogiyanto, 2011) in (Hamid & Anwar, 2019). PLS (Partial Least Square) is a Component or Variance Based Structural Equation Modelling analysis method where the data processing is the Partial Least Square (Smart-PLS) program. PLS (Partial Least Square) is an alternative model to covariance based SEM.

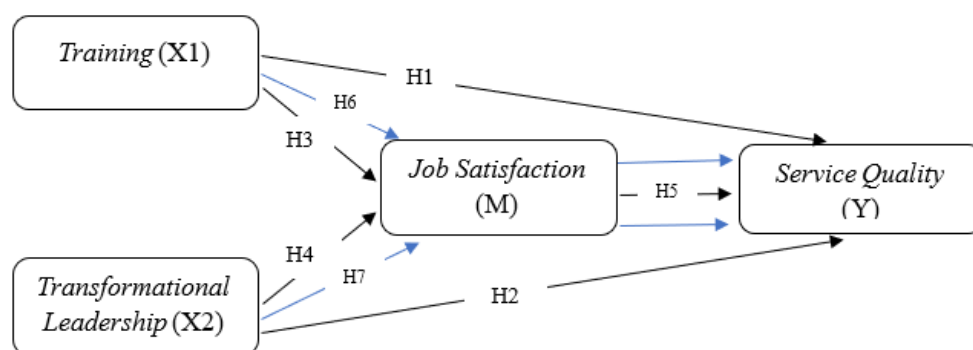


Figure 1. Conceptual Framework

Result and Discussion

Based on the characteristics of the respondents, the results obtained from 72 respondents where there were 11 male respondents and 61 female respondents. The highest number of employees with a productive age range is 26-30 years as much as 52.8%, the highest number

of employees with a long range of work in the range of 3-5 years as much as 41.7%, and based on the characteristics of the most education in S1 education as much as 81.9%

Table 1. Respondents' characteristics

No	Gender	Age	Education Level	Work Period
1	Female = (84,7%)	20-25 = (9,7%)	Senior High School = (6,9%)	1-3 = (6,9%)
2	Male = (15,3%)	26-30 = (52,8%)	Dipl = (5,6%)	3-5 = (41,7%)
3		31-35 = (27,8%)	S1 = (81,9%)	5-10 = (36,1%)
4		> 35 = (9,7%)	S2 = (5,6%)	>10 = (15,3%)

Source: Data Process Smart-PLs, 2023

Validity and Reliability Test

To test convergent validity, it is done by checking the loading factor. According to (Duryadi, 2021) the loading factor value is confirmatory research if the construct validity value is valid, marked all green, and the loading factor value and AVE value are acceptable $> 0,5$. To test reliability, namely by looking at the Cronbach's Alpha and Composite Reliability values. The Rule of Thumb for assessing construct reliability is that the Cronbach's Alpha and Composite Reliability values must be greater than 0.70 according to Ghazali in (Hamid & Suhardi, 2019).

Furthermore, in the discussion below, R-square which is a goodness-fit model (GoF) test. The R-square value at 0,75 is a strong category, 0.50 is moderate, and 0.25 is weak Hair, 2011 in (Hamid & Suhardi, 2019). The Q-Square (*Predictive Relevance*) calculation is said to be good if the Q-square value > 0 .

Table 2. Model Goodness of Fit

Variable	AVE	Cronbach Alpha's	Composite Reliability	R-square
Job Satisfaction	0.551	0.890	0.914	0.505
Service Quality	0.594	0.926	0.939	0.534
Training	0.526	0.893	0.915	
Transformational Leadership	0.617	0.938	0.947	

Source: Data Process Smart-PLs, 2023

Hypothesis Test

Based on the bootstrapping calculation, it can be used to obtain a significant value for this hypothesis. The application of the theory based can be assessed by looking at the significance value of the bootstrapping calculation results. To determine whether it is significant or insignificant, it can be seen from the T-table at $\alpha 0.05$ (5%) = 1.96 which is then compared with the T-statistic $< T$ -table it is insignificant and vice versa and the P-value, if the P-value > 0.05 it is insignificant, and to find out whether the hypothesis has a positive or negative effect, it can be seen from the original sample value.

Table 3. The Result of Direct Effect Testing

Direct Effect	Original Sample	T-statistic	P-Value	Description
Tr $\rightarrow$ SQ	0.162	1.360	0.174	H1 rejected
TL $\rightarrow$ SQ	0.119	1.064	0.288	H2 rejected
Tr $\rightarrow$ JS	0.170	1.335	0.183	H3 rejected
TL $\rightarrow$ JS	0.587	4.417	0.000	H4 accepted

JS → SQ	0.532	4.746	0.000	H5 accepted
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Source: Data Process Smart-PLs, 2023

It can be seen in Table 3, training has a positive and insignificant effect on service quality because the original sample value is positive, p-value > 0.05 and T-statistic < 1.96. *Transformational Leadership* has a positive and insignificant effect on service quality because the original sample value is positive, p-value > 0.05 and T-statistic < 1.96. Training has a positive and insignificant effect on Job Satisfaction because the original sample value is positive, p-value > 0.05 and T-statistic < 1.96. Transformational Leadership has a positive and significant effect on Job Satisfaction because the original sample value is positive, p-value < 0.05 and T-statistic > 1.96. Job Satisfaction has a positive and significant effect on Service Quality because the original sample value is positive, p-value < 0.05 and T-statistic > 1.96.

Table 4. The Result of Indirect Effect Testing

Indirect Effect	Original Sample	T-statistic	P-Value	Description
Tr → JS → SQ	0.090	1.192	0.234	H6 rejected
TL → JS → SQ	0.312	4.394	0.000	H7 accepted

Source: Data Process Smart-PLs, 2023

It can be seen in table 4, Job Satisfaction unmediate the role of training on service quality because the original sample value is positive, p-value > 0.05 and T-statistic < 1.96. Job Satisfaction is able to mediate the role of Transformational Leadership on service quality because the original sample value is positive, p-value < 0.05 and T-statistic > 1.96.

Mediation Analysis

Mediation analyses were conducted using the results from the PLS-SEM algorithm and bootstrapping procedure, applying the values of the direct, total and specific indirect, and total effects. The mediating effect of job satisfaction on the relationship between Training and Transformational Leadership on Service Quality was analysed and tabulated in Table 5.

Table 5. Mediating Effect Hypothesis

	Training	<i>Transformational Leadership</i>
Direct w/o Med	0.154	0.107
Direct w/Med	0.185	0.273
IV > Med Beta	0.390	0.385
Med > DV Beta	0.214	0.184
IV > Med SE	0.034	0.030
Med > DV SE	0.070	0.058
Sobel test statistic	2.406	2.240
One-tailed probability	0.000	0.000
Two-tailed probability	0.000	0.000
Result	Significant	Significant

Note: *p<. 05, **p<.01, ***p<0.001

Source: Data Process Smart-PLs, 2023

Hypothesis H6 shows that Training ($\beta = 0.154$ and $t = 1.192$) does not affect Service Quality, but job satisfaction mediates the relationship between Training and Service Quality. This is supported by the Sobel test (independent vs. mediation and dependent), with a significant mediation effect of 2.406. The direct effects model showed that job satisfaction

mediated significantly between job training and service quality. This is because the coefficients of X to M and M to Y are significant in both relationships.

Hypothesis H7 showed that Transformational Leadership ($\beta = 0.107$ and $t = 4.394$) positively affects Service Quality, and job satisfaction mediates the relationship between Transformational Leadership and Service Quality. This is supported by the Sobel test (independent vs. mediation and dependent), with a significant mediation effect of 2.240. The direct effects model shows that job satisfaction is significantly mediated between job transformational leadership and service quality. This is because the coefficients of X to M and M to Y are significant in both relationships.

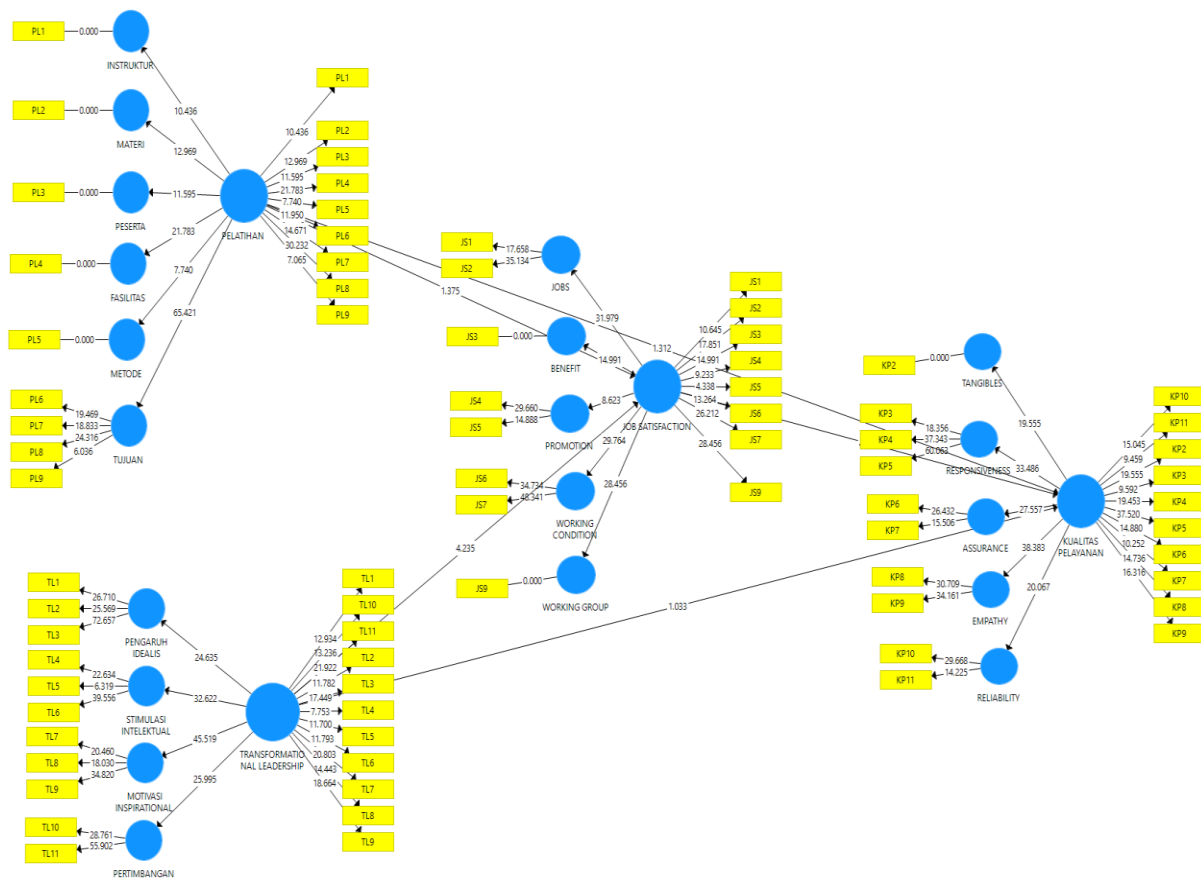


Figure 2. Bootstrapping Test Result

Discussion

Relationship between Training on Service Quality

Hypothesis testing states that the original sample value is 0.162, T-statistic 1.360 and P-value 0.174 so that this hypothesis states that training has a positive and insignificant effect on service quality, because the original sample value is positive, and the t-statistic value < 1.96 p-value > 0.05 so it is not significant. The lowest dimension of training is "method". The training methods that have been carried out are considered less than optimal delivery to employees. Good training methods can be done with various methods, such as on the job training methods, workshop methods, roleplay, e-learning. These methods can be adjusted to the training needed by each employee. This causes the training variable to have no significant effect on service quality. The results of this study support the results of research from (Waqanimaravu & Arasanmi, 2020) and (Manggala & Nurhayati, 2022) which state that training has no effect on service quality.

Relationship between Transformational Leadership on Service Quality

The results of hypothesis testing state that the original sample value is 0.119, T-statistic 1.064 and P-value 0.288 so this hypothesis states that Transformational Leadership has a positive and insignificant effect on service quality, because the original sample value is positive, and the t-statistic value < 1.96 p-value > 0.05 so it is not significant. The lowest dimension of Transformational Leadership is "Idealised Influence". This idealised influence is a leader who is able to influence, become a role model and be able to provide support to his team to achieve performance goals. This idealised influence, if possessed by the leader, is expected to encourage service quality in every frontliner employee.

This causes the Transformational Leadership variable to have no effect on service quality. The results of this study support the results of research from (Bourini et al., 2019) which states that Transformational Leadership has no effect on service quality.

Relationship between Training on Job Satisfaction

The results of hypothesis testing state that the original sample value is 0.170, T-statistic 1.335 and P-value 0.183 so this hypothesis states that Training has a positive and insignificant effect on Job Satisfaction, because the original sample value is positive, and the t-statistic value < 1.96 p-value > 0.05 so it is not significant. The lowest data in training is the method, in fact the training method that is more often carried out is the e-learning method where this method is considered not maximally accepted by employees so that employee competence is not maximised from this training. So that the presence or absence of training does not significantly affect the Job Satisfaction received by employees. This happens that there are other factors that can affect Job Satisfaction such as a good work environment.

This causes the training variable to have no effect on Job Satisfaction. The results of this study support the results of research (Nauman et al., 2021) and (Sumardjo et al., 2021) which state that training has no effect on Job Satisfaction.

Relationship between Transformational Leadership on Job Satisfaction

The results of hypothesis testing state that the original sample value is 0.587, T-statistic 4.417 and P-value 0.000 so that this hypothesis states that Transformational Leadership has a positive and significant effect on Job Satisfaction, because the original sample value is positive, and the t-statistic value > 1.96 p-value < 0.05 so it is significant. This is based on data on the idealistic influence dimension with the indicator "leaders provide support to employees to be the best" this gets the highest value where the support provided by the leader to his team will get a good work environment, get facilities that support work so that with this support it can have a significant effect on Job Satisfaction. This causes the Transformational Leadership variable to have a positive and significant effect on Job Satisfaction. The results of this study support the results of research (Boamah et al., 2018), (Baiquny, 2023) and (Anom, et al., 2023) which state that Transformational Leadership has a positive effect on Job Satisfaction.

Relationship between Job Satisfaction on Service Quality

The results of hypothesis testing state that the original sample value is 0.532, T-statistic 4.746 and P-value 0.000 so that this hypothesis states that Job Satisfaction has a positive and significant effect on Service Quality, because the original sample value is positive, and the t-statistic value > 1.96 p-value < 0.05 so it is significant. Based on the data, the highest value of Job Satisfaction where there is an evaluation from the Company for each job given is able to improve service quality. Because with the evaluation, frontline employees continue to improve their work after getting an evaluation from the leadership. So that the existence of Job Satisfaction has a significant effect on service quality.

This causes the Job Satisfaction variable to have a positive and significant effect on Service Quality. The results of this study support the results of research (Shen & Tang, 2018) which states that the Job Satisfaction variable has a positive and significant effect on Service Quality.

Relationship between Training on Service Quality Mediated Job Satisfaction

The results of hypothesis testing state that the original sample value is 0.090, T-statistic 1.192 and P-value 0.234 so that this hypothesis states that Job Satisfaction has a positive and insignificant effect on Service Quality, because the original sample value is positive, and the t-statistic value < 1.96 p-value > 0.05 so it is not significant so that training does not have a positive effect on Service Quality through Job Satisfaction or in other words Job Satisfaction is not able to mediate the relationship between training and Service Quality.

Training conducted for frontliner employees will basically affect service quality. In fact, this hypothesis Job Satisfaction does not act as a mediating variable. It means that the effect of training as evidenced by the highest dimension, namely goals and Job Satisfaction as evidenced by the highest dimension, namely working groups, is expected to contribute to the service quality of frontline employees. However, employees who have received training state that training is able to increase their productivity. For job satisfaction variables that are high or low do not affect employees at work because they are able to improve performance in accordance with the standards set by the Company with the training they receive.

Relationship between Transformational Leadership on Service Quality Mediated Job Satisfaction

Based on the hypothesis test in this study, the results of the T-statistic value of 4.394, the original sample value of 0.312, and the P Values value of 0.000 were obtained. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values value shows a value of less than 0.05, these results indicate that Job Satisfaction is able to mediate the effect of Transformational Leadership on Service Quality.

This is based on the value of the highest dimension in the transformational leader is inspirational motivation where the leader is able to inspire, appreciate and be able to convey the Company's vision and mission with enthusiasm. Where this dimension is able to inspire and appreciate employees so that this can improve their performance because they get appreciation for the performance of the leader. Where leaders who appreciate employee performance will affect the rewards received by employees. So that this hypothesis the Job Satisfaction variable is able to become a mediating variable for Transformational Leadership on service quality.

Conclusion and Suggestions

Based on the results of research and data analysis through hypothesis proving on the problems discussed in this study, the following conclusions can be drawn: Training has a positive and insignificant effect on service quality where it is necessary to pay attention to the objectives of the training to be provided and the appropriate training methods, so that the training received is maximised and has an effect on service quality. Transformational Leadership has a positive and insignificant effect on service quality, this is because the application of SOPs in the Company has been carried out properly so that the presence or absence of direct supervision from the leadership has no effect on service quality. Job Satisfaction has a positive and significant effect on Service Quality. The company provides a good work environment and facilities that support employee work so that it tends to provide better service, interact with customers more positively and be responsive to customer needs.

Training has a positive and insignificant effect on Job Satisfaction where it is necessary to focus on the right training objectives so that it becomes a long-term investment for employee career advancement. Transformational Leadership has a positive and significant effect on Job Satisfaction where leaders show a leadership style that motivates, inspires and appreciates employee performance so that employees feel valued and involved in achieving performance goals.

Job Satisfaction is unable to mediate the effect of Training on Service Quality. This states that employees who take part in training or not, do not affect service quality even though they already have Job Satisfaction. Job Satisfaction is able to mediate the effect of Transformational Leadership on Service Quality. Leaders are able to inspire, appreciate and are able to convey the Company's vision and mission with enthusiasm. Where this is able to inspire and appreciate employees so that they are able to improve their performance because they get appreciation for the performance of the leader. Where leaders who appreciate employee performance will affect the assessment and rewards received by employees.

The limitations in this study need to be improved by future research to be able to include other variables such as motivation, career development, organisational culture, OCB and Burnout or other variables that can be found from the results of the pre-survey or interviews. As well as expanding the number of samples and testing in other service industries such as service quality in government, restaurants, hospitals or in other service industries.

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