

Research Article

The Role of Authentic Leadership in Improving Healthcare Workers Performance and Hospital Service Quality

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Abstract. Hospitals play a strategic role in improving public health through professional, safe, and high-quality healthcare services. In modern healthcare organizations, service quality is not only determined by medical facilities and technology but also by the quality of human resources, particularly healthcare workers who directly interact with patients. This study aims to analyze the influence of authentic leadership on healthcare workers' performance and hospital service quality. The study employed a quantitative explanatory research design involving 120 healthcare workers in a hospital setting. Data were collected using questionnaires and analyzed through multiple linear regression analysis. The findings demonstrate that authentic leadership has a positive and significant effect on healthcare workers' performance, with a regression coefficient value of 0.648 and a significance level of 0.000. Furthermore, authentic leadership indirectly influences hospital service quality through healthcare workers' performance, with an indirect effect value of 0.521. These findings indicate that leaders who demonstrate honesty, transparency, integrity, and interpersonal support are able to create a healthy work environment that enhances healthcare workers' motivation, responsibility, and professionalism. Consequently, improved employee performance contributes to better hospital service quality, particularly in responsiveness, empathy, and communication with patients. This study highlights that authentic leadership is an effective leadership approach for strengthening healthcare human resources and improving hospital service quality in contemporary healthcare organizations.

Keywords: Authentic Leadership; Employee Performance Improvement; Healthcare Management; Healthcare Workers' Performance; Hospital Service Quality.

1. Introduction

Hospitals are healthcare institutions that play a crucial role in improving public health through professional, safe, and high-quality healthcare services. In practice, the quality of hospital services is influenced not only by facilities and infrastructure but also by the quality of human resources, particularly healthcare workers who serve as the primary providers of medical services. Healthcare professionals are responsible for delivering fast, accurate, patient-centered, and ethical healthcare services in accordance with professional standards. Therefore, hospitals require effective management systems and leadership approaches capable of enhancing healthcare workers' performance optimally.

The rapid development of modern healthcare services has increased public expectations regarding hospital service quality. Patients today evaluate healthcare services not only based on recovery outcomes but also on healthcare workers' attitudes, responsiveness, communication skills, empathy, and overall service comfort. Consequently, service quality has become an important indicator in assessing hospital performance. Previous studies have demonstrated that healthcare service quality is strongly influenced by

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healthcare workers' ability to provide responsive, reliable, and patient-oriented care (Zulkhulaifah et al., 2022). At the same time, healthcare workers face increasingly complex workplace challenges. Heavy workloads, emotional pressure, professional demands, and dynamic working conditions may affect healthcare workers' motivation and job performance. If these challenges are not managed appropriately, they may negatively impact healthcare service quality. Hamzah et al. (2025) explained that workload and work motivation significantly influence service quality in hospitals. This finding indicates that improving healthcare quality requires organizational support, particularly through effective leadership practices. Leadership is one of the most important factors influencing healthcare workers' performance in hospitals. Leaders play essential roles in directing employees, motivating staff, building communication, and creating healthy and productive work environments. Effective leadership can increase work enthusiasm, loyalty, and employees' sense of responsibility in delivering healthcare services. Conversely, ineffective leadership may reduce employee motivation, create organizational conflict, and lower the quality of hospital services. One leadership approach that has recently gained considerable attention in healthcare organizations is Authentic Leadership. Authentic leadership refers to a leadership style characterized by honesty, integrity, transparency, self-awareness, and the ability to establish positive relationships with subordinates. Authentic leaders focus not only on achieving organizational goals but also on promoting ethical values, morality, and employee well-being. In hospital settings, authentic leadership is highly relevant because healthcare workers require psychological support and conducive working environments to perform effectively. The implementation of authentic leadership is believed to strengthen healthcare workers' trust in organizational leaders, thereby fostering more harmonious workplace relationships. When healthcare employees feel appreciated, supported, and involved in organizational processes, they tend to demonstrate higher work motivation. Yati (2024) found that authentic leadership positively affects nurses' job satisfaction in hospitals. Increased job satisfaction subsequently contributes to improved healthcare workers' performance in delivering patient care. In addition to influencing employee performance, authentic leadership is also associated with hospital service quality. High-performing healthcare workers are more likely to deliver professional, empathetic, and responsive services to patients. Darado et al. (2023) identified reliability, responsiveness, assurance, empathy, and tangible aspects as critical dimensions of hospital service quality. Therefore, leadership practices that improve healthcare workers' performance are expected to contribute significantly to the overall quality of healthcare services. Despite ongoing improvements in healthcare systems, various public complaints regarding hospital services remain prevalent, including slow service delivery, ineffective communication, low responsiveness, and inadequate service attitudes. These issues indicate that healthcare service quality continues to be a major challenge for hospitals in Indonesia. Consequently, hospitals require leadership models capable of fostering professional, collaborative, and humanistic work cultures to improve service quality. From an academic perspective, studies examining authentic leadership within healthcare organizations are still developing, particularly research investigating the direct relationship between authentic leadership, healthcare workers' performance, and hospital service quality. Most previous studies primarily focused on

leadership and job satisfaction or employee motivation. Therefore, further investigation is needed to explore the role of authentic leadership in enhancing healthcare workers' performance and hospital service quality. This study is expected to contribute theoretically to the development of human resource management and hospital management literature while also providing practical insights for healthcare organizations seeking to improve service quality. Based on these considerations, this study aims to examine the role of authentic leadership in improving healthcare workers' performance and hospital service quality.

2. Literature Review

Authentic Leadership in Hospital Organizations

Authentic Leadership is a leadership concept emphasizing honesty, integrity, self-awareness, relational transparency, and moral consistency in leadership practices. Authentic leadership has emerged as a modern leadership approach that prioritizes not only organizational achievement but also human values, ethics, and employee well-being. In hospital environments, authentic leadership is particularly important because healthcare workers operate under stressful conditions and require emotional support and healthy workplace relationships to maintain optimal patient care.

Leaders who practice authentic leadership tend to establish open and trust-based relationships with healthcare employees. Honest leadership behaviors, active listening, and psychological support may increase employees' comfort and confidence in the workplace. Such conditions positively affect work motivation, organizational loyalty, and healthcare service quality. Yati (2024) found that authentic leadership positively correlates with nurses' job satisfaction in hospitals. Nurses who perceive authentic leadership from their supervisors demonstrate higher work enthusiasm and stronger organizational commitment compared to those working under less supportive leadership environments.

In healthcare services, authentic leadership is also closely related to leaders' ability to establish professional and humanistic organizational cultures. Authentic leaders focus not only on supervision but also on creating safe, open, and collaborative working environments. Miao et al. (2022) explained that authentic leadership enhances employees' psychological empowerment, which subsequently improves productivity and organizational service quality. These findings suggest that authentic leadership is highly relevant for addressing modern healthcare challenges.

Healthcare Workers' Performance in Hospital Services

Risk perception is a customer's subjective assessment of the likelihood of incurring losses when using digital services. In the context of digital banking, perceived risks generally include the risk of losing funds, identity theft, account misuse, transaction failures, and system errors. From the perspective of consumer behavior management, the higher the risk perception, the lower an individual's willingness to use or trust a service. Recent research indicates that security risks and privacy risks are the two most dominant factors influencing users' decisions regarding digital banking services (Rakocevic et al., 2025). Another study in Indonesia also found that security risks have a negative correlation with the intention to use digital banking, where an increase in security risks reduces usage interest by 30.3% (Louis, 2024).

This is relevant to the Indonesian market, which continues to face a variety of digital literacy challenges. Some customers feel comfortable using banking apps, while others remain hesitant due to the prevalence of online scams. Therefore, risk perception must be managed through consumer education, multi-factor authentication systems, and transparent communication. Based on these theories and empirical findings, the higher the perceived risk felt by customers, the lower the level of trust in digital banking services tends to be.

Hospital Service Quality

Hospital service quality refers to the extent to which healthcare services meet patients' expectations and needs. Service quality is an important indicator of healthcare success

because it is directly associated with patient safety, comfort, and satisfaction. Hospitals that consistently provide high-quality services tend to gain greater public trust.

Hospital service quality is generally assessed through five dimensions: reliability, responsiveness, assurance, empathy, and tangible aspects. Reliability refers to the hospital's ability to provide consistent and accurate services. Responsiveness relates to the speed and readiness of healthcare workers in assisting patients. Assurance refers to healthcare workers' competence in creating patient trust and safety. Empathy concerns healthcare workers' attention and concern for patients' needs, while tangible aspects relate to physical facilities and healthcare infrastructure.

Darado et al. (2023) found that hospital service quality is strongly influenced by healthcare workers' service behavior, particularly communication, responsiveness, and empathy. Patients tend to evaluate hospitals positively when healthcare professionals provide friendly, fast, and professional services. Conversely, poor communication and low responsiveness may reduce patient satisfaction.

In this study, hospital service quality is influenced by healthcare workers' performance, which is strengthened through authentic leadership practices. Leaders who establish healthy workplace relationships and support employee well-being may improve the quality of healthcare services delivered to patients.

The Relationship Between Authentic Leadership and Healthcare Workers' Performance

Authentic leadership is closely associated with healthcare workers' performance improvement in hospitals. Authentic leaders establish healthy interpersonal relationships, enabling healthcare workers to feel appreciated and trusted in carrying out their professional responsibilities. Such conditions increase employee motivation, responsibility, and organizational loyalty.

Yati (2024) explained that authentic leadership positively affects nurses' job satisfaction in hospitals. Increased job satisfaction contributes to improved work quality and service enthusiasm among healthcare workers. Moreover, Miao et al. (2022) demonstrated that authentic leadership enhances employees' psychological empowerment, increasing confidence in performing work tasks.

Healthcare workers frequently face high levels of occupational stress and therefore require emotional and psychological support from organizational leaders. Consequently, authentic leadership is essential for creating healthy work environments that support healthcare workers' performance.

The Relationship Between Authentic Leadership and Hospital Service Quality

Authentic leadership also influences hospital service quality through healthcare workers' performance. Healthcare employees who work in supportive environments and maintain positive relationships with leaders tend to provide more professional, responsive, and empathetic patient care.

Darado et al. (2023) explained that empathy and responsiveness are dominant factors shaping hospital service quality perceptions. These findings indicate that service quality is strongly influenced by healthcare workers' behavior in patient care. Therefore, hospital

leaders should establish humanistic organizational cultures to improve healthcare quality sustainably.

Previous studies suggest that authentic leadership creates healthy organizational cultures, improves healthcare workers' job satisfaction, and strengthens healthcare service quality. Therefore, authentic leadership represents a highly relevant leadership approach for improving hospital service quality in modern healthcare systems.

Studies on authentic leadership in healthcare organizations continue to evolve along with increasing attention to the quality of human resources and hospital services. In the context of modern healthcare, leadership is no longer understood solely as the ability to control an organization, but also as the ability to build healthy interpersonal relationships, create a supportive work environment, and improve the psychological well-being of healthcare workers. Therefore, various previous studies have positioned authentic leadership as a relevant leadership approach to improving healthcare worker performance and hospital service quality.

Tabel 1. Previous Research.

No	Authors and Year	Research Title	Research Variables	Research Method	Research Findings	Research Gap
1	Yati (2024)	Authentic Leadership and Nurses' Job Satisfaction in Hospitals	Authentic Leadership, Job Satisfaction	Quantitative	Authentic leadership has a positive effect on nurses' job satisfaction in hospitals.	The study only focused on job satisfaction and did not analyze its influence on hospital service quality through healthcare workers' performance.
2	Darado et al. (2023)	Nursing Service Quality Based on SERVQUAL Dimensions	Reliability, Responsiveness, Assurance, Empathy, Tangible	Quantitative Descriptive	Responsiveness and empathy were dominant factors influencing hospital service quality.	The study did not connect service quality with leadership factors, particularly authentic leadership.
3	Hamzah et al. (2025)	The Relationship Between Workload and Work Motivation on Hospital Service Quality	Workload, Work Motivation, Service Quality	Quantitative	Work motivation significantly influenced healthcare service quality.	The study emphasized motivation and workload without examining the role of authentic leadership in improving service quality.
4	Nurjannah et al. (2023)	The Influence of Leadership on Nurses' Performance in Hospitals	Leadership, Nurses' Performance	Quantitative	Leadership significantly improved nurses' performance.	The study did not specifically discuss authentic leadership nor relate it to hospital service quality.
5	Miao et al. (2022)	Authentic Leadership and Psychological Empowerment	Authentic Leadership, Psychological Empowerment	Quantitative	Authentic leadership improved employees' psychological empowerment and work productivity.	The study was not specifically conducted in hospital settings and did not examine service quality as an outcome variable.

No	Authors and Year	Research Title	Research Variables	Research Method	Research Findings	Research Gap
6	Chen et al. (2023)	Authentic Leadership and Nurses' Work Engagement	Authentic Leadership, Psychological Safety, Work Engagement	SEM Analysis	Authentic leadership enhanced work engagement through psychological safety.	The study only focused on work engagement and did not analyze its direct effect on healthcare service quality.
7	Iqbal et al. (2021)	Authentic Leadership and Workplace Well-Being	Authentic Leadership, Psychological Capital, Well-Being	Quantitative	Authentic leadership improved employees' workplace well-being through psychological capital.	The study did not relate workplace well-being to healthcare workers' performance and hospital service quality.
8	Kim and Beehr (2022)	Empowering Leadership and Employee Performance	Empowering Leadership, Employee Performance	Quantitative	Supportive leadership significantly improved healthcare workers' performance.	The study used empowering leadership rather than authentic leadership, resulting in a different research focus.
9	Purwanto et al. (2021)	The Influence of Leadership Style on Healthcare Workers' Performance	Leadership Style, Healthcare Workers' Performance	Quantitative	Leadership positively affected healthcare workers' productivity.	The study did not clearly specify the type of leadership and did not discuss hospital service quality.
10	Novianti and Fitriani (2023)	Transformational Leadership and Hospital Service Quality	Transformational Leadership, Service Quality	Quantitative	Effective leadership improved patient service quality in hospitals.	The study used transformational leadership and did not explain the role of authentic leadership in hospital services.
11	Sari and Hidayat (2022)	Interpersonal Communication and Inpatient Satisfaction	Interpersonal Communication, Patient Satisfaction	Quantitative	Healthcare workers' communication significantly affected inpatient satisfaction.	The study only emphasized interpersonal communication without linking it to organizational leadership factors.
12	Labrague and De los Santos (2021)	Psychological Distress and Work Satisfaction among Nurses	Psychological Distress, Work Satisfaction	Cross-sectional Study	A supportive work environment improved healthcare workers' job satisfaction.	The study did not examine authentic leadership as a factor shaping a supportive work environment.
13	Wibowo and Rahmawati (2024)	The Role of Authentic Leadership in Organizational Commitment	Authentic Leadership, Organizational Commitment	Quantitative	Authentic leadership increased healthcare workers' organizational commitment.	The study only focused on organizational commitment and did not relate it to hospital service quality.

No	Authors and Year	Research Title	Research Variables	Research Method	Research Findings	Research Gap
14	Avolio et al. (2021)	Authentic Leadership Development in Healthcare Organizations	Authentic Leadership Development	Literature Review	Authentic leadership is relevant for implementation in modern healthcare organizations.	The study was conceptual in nature, requiring further empirical research on the influence of authentic leadership on performance and hospital service quality.
15	Zulkhulaif ah et al. (2022)	Patients' Perceptions of Nursing Service Quality	Service Quality, Patient Satisfaction	Descriptive Analytical	Responsive and empathetic service quality improved patient satisfaction.	The study did not examine internal organizational factors such as leadership in shaping healthcare service quality.

Based on the table, it is evident that most studies still face limitations in developing comprehensive models. Key variables such as risk perception, personal data protection, and digital service quality are generally examined separately, and thus have not yet been able to provide a complete picture of the determinants of customer trust in digital banking.

Therefore, this study aims to address this gap by developing a more integrative model, specifically by examining the influence of risk perception, personal data protection, and digital service quality on customer trust, both individually and simultaneously. This approach is expected not only to provide a theoretical contribution to enriching the literature on digital financial services management but also to offer practical implications for the national banking industry in formulating strategies to enhance customer trust through the continuous strengthening of data security, risk management, and digital service quality.

Conceptual Framework

This study is grounded in the assumption that authentic leadership plays a significant role in enhancing healthcare workers' performance and improving hospital service quality. In healthcare organizations, leadership is not only associated with managerial control but also with the ability to establish supportive interpersonal relationships, foster trust, and create a healthy working environment for healthcare professionals.

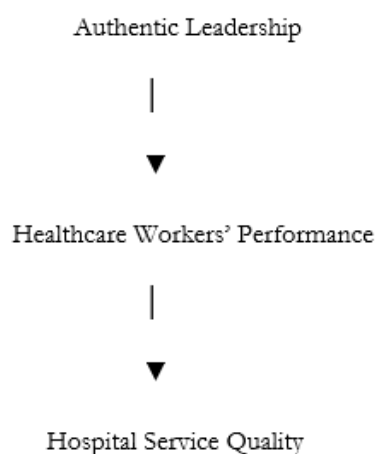
Authentic leaders are characterized by honesty, transparency, integrity, self-awareness, and ethical behavior. These leadership characteristics encourage healthcare workers to feel valued, psychologically supported, and actively involved in organizational activities. As a result, healthcare employees are more likely to demonstrate stronger work motivation, professionalism, responsibility, and organizational commitment in carrying out healthcare services.

Improved healthcare workers' performance is expected to contribute directly to hospital service quality. Healthcare employees who perform effectively tend to provide faster, more responsive, empathetic, and patient-oriented services. Consequently, hospitals are better able to meet patient expectations regarding reliability, responsiveness, assurance, empathy, and tangible aspects of healthcare services.

Based on the theoretical discussion and empirical findings presented in the previous sections, this study proposes that authentic leadership directly influences healthcare workers'

performance and hospital service quality. In addition, healthcare workers' performance is expected to mediate the relationship between authentic leadership and hospital service quality.

Research Framework



Explanation of the Framework

Authentic Leadership functions as the independent variable that influences employees through ethical leadership behavior, transparency, and interpersonal support.

Healthcare Workers' Performance serves as the mediating variable reflecting employees' professionalism, responsibility, responsiveness, and effectiveness in healthcare delivery.

Hospital Service Quality acts as the dependent variable measured through dimensions such as reliability, responsiveness, assurance, empathy, and tangible aspects.

Research Hypotheses

Based on the conceptual framework and the literature review discussed previously, the hypotheses of this study are formulated as follows:

H1 : Authentic Leadership has a positive and significant effect on healthcare workers' performance in hospitals.

This hypothesis is based on the argument that authentic leaders create supportive and trustworthy work environments that enhance employees' motivation, confidence, and professionalism.

H2 : Healthcare workers' performance has a positive and significant effect on hospital service quality.

This hypothesis assumes that healthcare workers with higher performance levels are more capable of delivering responsive, reliable, empathetic, and patient-centered healthcare services.

H3 : Authentic Leadership has a positive and significant effect on hospital service quality.

This hypothesis suggests that leadership characterized by honesty, integrity, and transparency contributes directly to the improvement of healthcare service quality within hospitals.

H4 : Authentic Leadership indirectly influences hospital service quality through healthcare workers' performance.

This hypothesis indicates that healthcare workers' performance mediates the relationship between authentic leadership and hospital service quality. In other words, authentic leadership improves service quality by first enhancing employees' performance and professionalism.

3. Materials and Method

Research Design

This study employed a quantitative research approach using an explanatory research design. The quantitative approach was selected because the study aims to examine the causal relationships between authentic leadership, healthcare workers' performance, and hospital service quality through statistical analysis. Explanatory research is considered appropriate because it focuses on explaining the influence of independent variables on dependent variables based on empirical evidence obtained from the field.

The study was conducted in a hospital setting involving healthcare workers who directly participate in healthcare service delivery. The research focused on understanding how authentic leadership practices implemented by hospital leaders contribute to improving healthcare workers' performance and subsequently influence hospital service quality. The quantitative design enabled the researcher to measure relationships among variables objectively and systematically through numerical data analysis.

Research Location and Time

The research was conducted in a hospital environment where healthcare workers interact directly with patients in providing healthcare services. Hospitals were selected as the research setting because healthcare organizations require effective leadership approaches capable of improving employee performance and healthcare service quality simultaneously.

The research process was carried out over several stages, including preliminary observation, questionnaire distribution, data collection, data processing, and statistical analysis. Data collection was conducted within the period determined by the researcher to ensure the accuracy and completeness of the research findings.

Population and Sample

The population in this study consisted of healthcare workers employed in the hospital, including nurses and other medical personnel directly involved in healthcare service activities. Healthcare workers were selected because they represent the primary human resources responsible for delivering healthcare services and interacting intensively with patients.

The sampling technique used in this study was purposive sampling. This technique was applied because the researcher selected respondents based on specific criteria relevant to the objectives of the study. The criteria included healthcare workers who had worked in the hospital for at least one year and were actively involved in patient care services. Employees with sufficient work experience were considered capable of providing accurate perceptions regarding leadership practices, employee performance, and hospital service quality.

A total of 120 healthcare workers participated as research respondents. The sample size was considered adequate to support quantitative statistical analysis and to represent the characteristics of healthcare workers within the hospital environment.

Research Variables

This study consisted of three main variables, namely authentic leadership as the independent variable, healthcare workers' performance as the mediating variable, and hospital service quality as the dependent variable.

Authentic leadership refers to leadership behaviors characterized by honesty, integrity, self-awareness, transparency, and ethical consistency in organizational leadership practices. In this study, authentic leadership was measured through indicators related to transparency in communication, moral behavior, interpersonal support, and leaders' openness toward employees.

Healthcare workers' performance refers to the ability of healthcare employees to perform their duties effectively, professionally, responsibly, and according to healthcare service standards. Employee performance indicators included work quality, responsiveness, discipline, communication ability, teamwork, and responsibility in delivering healthcare services.

Hospital service quality refers to the extent to which healthcare services meet patients' expectations and healthcare standards. Service quality was measured using the SERVQUAL dimensions consisting of reliability, responsiveness, assurance, empathy, and tangible aspects.

Data Collection Techniques

The study utilized primary data collected directly from respondents through questionnaire distribution. Questionnaires were used because they enable researchers to gather standardized information efficiently from a large number of respondents.

The questionnaire items were developed based on theoretical concepts and previous studies related to authentic leadership, healthcare workers' performance, and hospital service quality. Each statement item employed a five-point Likert scale ranging from strongly disagree to strongly agree. The Likert scale was chosen because it allows respondents to express their perceptions and attitudes toward the research variables systematically.

Before the questionnaires were distributed to respondents, the instrument was reviewed to ensure clarity, relevance, and suitability with the research objectives. The questionnaires were then distributed directly to healthcare workers who met the research criteria.

In addition to questionnaires, the researcher also conducted literature studies by reviewing scientific journals, books, and previous research findings related to leadership, healthcare workers' performance, and healthcare service quality. The literature review was conducted to strengthen the theoretical foundation and support the interpretation of research findings.

Instrument Validity and Reliability

Validity testing was conducted to determine whether the questionnaire items were capable of measuring the intended research variables accurately. The validity test was performed using Pearson Product Moment correlation analysis by comparing the correlation coefficient value of each item with the critical correlation value.

Questionnaire items were considered valid if the correlation coefficient exceeded the minimum required value and demonstrated a significance level below 0.05. Valid questionnaire items indicated that the instrument was capable of representing the concepts of authentic leadership, healthcare workers' performance, and hospital service quality appropriately.

Reliability testing was conducted to assess the consistency and stability of the research instrument. Reliability analysis was performed using Cronbach's Alpha coefficient. A variable was considered reliable if the Cronbach's Alpha value exceeded 0.70, indicating that the instrument consistently measured the research variables.

Data Analysis Techniques

The collected data were analyzed using descriptive and inferential statistical methods. Descriptive analysis was employed to describe respondents' characteristics and provide an overview of respondents' perceptions regarding authentic leadership, healthcare workers' performance, and hospital service quality.

Inferential statistical analysis was conducted using multiple linear regression analysis to examine the influence of authentic leadership on healthcare workers' performance and hospital service quality. Regression analysis was selected because it allows researchers to measure the magnitude and direction of relationships among variables quantitatively.

The analysis process included testing the direct effect of authentic leadership on healthcare workers' performance, the direct effect of authentic leadership on hospital service quality, and the indirect effect of authentic leadership on hospital service quality through healthcare workers' performance as a mediating variable.

Hypothesis testing was conducted using the t-test and significance test at a 5% significance level. If the significance value was below 0.05, the proposed hypothesis was considered accepted, indicating a statistically significant relationship between variables.

To strengthen the interpretation of findings, the researcher also analyzed the coefficient of determination to identify the extent to which authentic leadership contributed to variations in healthcare workers' performance and hospital service quality within the hospital organization.

4. Results and Discussion

Characteristics of Respondents

This study involved 120 healthcare workers employed in the hospital environment. The respondents consisted of nurses, medical staff, and other healthcare personnel directly involved in healthcare service activities. The characteristics of respondents were analyzed to provide a clearer understanding of the demographic background of the participants involved in this research.

Based on gender distribution, the majority of respondents were female healthcare workers, reflecting the general composition of hospital healthcare personnel, particularly in nursing services. In terms of age, most respondents were within the productive working-age category, indicating that the healthcare workers involved in this study possessed adequate physical and professional capacities to carry out healthcare responsibilities effectively.

The respondents also varied in educational background and working experience. Most healthcare workers had professional educational qualifications relevant to healthcare services

and had worked in the hospital for more than three years. This condition indicates that respondents had sufficient organizational experience to evaluate leadership practices, employee performance, and hospital service quality objectively.

The diversity of respondents' backgrounds strengthened the quality of research findings because perceptions regarding authentic leadership and healthcare service quality were obtained from healthcare workers with different professional experiences and organizational roles.

Descriptive Analysis of Research Variables

Descriptive statistical analysis was conducted to describe respondents' perceptions regarding authentic leadership, healthcare workers' performance, and hospital service quality. The analysis results demonstrated that respondents generally perceived authentic leadership practices implemented by hospital leaders positively.

Healthcare workers considered hospital leaders to demonstrate transparency in communication, ethical behavior, interpersonal support, and openness in organizational interactions. Leaders were also perceived as capable of listening to employees' concerns and providing emotional support during workplace challenges. These findings indicate that authentic leadership values had been relatively well implemented within the hospital environment.

In relation to healthcare workers' performance, respondents showed positive perceptions regarding professionalism, discipline, teamwork, responsiveness, and responsibility in delivering healthcare services. Healthcare employees acknowledged that supportive leadership practices encouraged them to work more effectively and responsibly in serving patients.

The descriptive analysis of hospital service quality also demonstrated positive results. Respondents perceived that healthcare services provided by the hospital generally fulfilled patient expectations in terms of responsiveness, empathy, reliability, communication, and service assurance. Nevertheless, several respondents indicated that service responsiveness during high patient demand periods still required improvement.

Overall, the descriptive findings suggest that authentic leadership practices contributed positively to the development of a healthy organizational climate that supported healthcare workers' performance and healthcare service quality.

Validity and Reliability Test Results

Instrument validity testing was conducted to ensure that all questionnaire items accurately measured the intended research variables. The validity test results showed that all questionnaire items had correlation coefficient values exceeding the required threshold value with significance levels below 0.05. Therefore, all instrument items were declared valid and suitable for use in the research process.

Reliability testing was subsequently performed using Cronbach's Alpha analysis to evaluate the consistency of the measurement instrument. The results indicated that all research variables obtained Cronbach's Alpha values above 0.70. These findings confirm that the research instrument possessed satisfactory reliability and was capable of consistently measuring authentic leadership, healthcare workers' performance, and hospital service quality.

The validity and reliability results indicate that the questionnaire instrument used in this study met the required scientific standards and could produce dependable research findings.

The Influence of Authentic Leadership on Healthcare Workers' Performance

The regression analysis results demonstrated that authentic leadership had a positive and significant effect on healthcare workers' performance. The regression coefficient value of 0.648 with a significance value of 0.000 indicates that improvements in authentic leadership practices significantly enhanced healthcare workers' performance within the hospital environment.

These findings suggest that healthcare workers who perceive leaders as honest, transparent, ethical, and supportive are more likely to demonstrate stronger motivation, professionalism, and responsibility in carrying out healthcare services. Authentic leadership creates psychological comfort and organizational trust, enabling healthcare employees to work more effectively and confidently.

The findings are consistent with the theory of authentic leadership, which emphasizes that leaders who demonstrate self-awareness, relational transparency, and ethical consistency are capable of strengthening employee engagement and organizational commitment. Healthcare workers who receive emotional and interpersonal support from leaders tend to develop positive attitudes toward their work responsibilities.

This result also supports the findings of Yati (2024), who explained that authentic leadership positively influences nurses' job satisfaction in hospitals. Employees who experience authentic leadership practices are more motivated to provide optimal healthcare services because they feel valued and respected within the organization.

Furthermore, the findings align with Miao et al. (2022), who found that authentic leadership improves employees' psychological empowerment and productivity. In the hospital context, psychological empowerment is highly important because healthcare workers frequently encounter stressful situations and emotionally demanding work conditions. Supportive leadership behaviors therefore contribute significantly to employee performance improvement.

The results indicate that authentic leadership represents an effective leadership approach for healthcare organizations because it strengthens not only organizational relationships but also healthcare workers' professionalism and work responsibility.

The Influence of Healthcare Workers' Performance on Hospital Service Quality

The analysis results demonstrated that healthcare workers' performance positively and significantly influenced hospital service quality. Healthcare employees with high levels of professionalism, responsiveness, discipline, and communication skills were more capable of delivering quality healthcare services to patients.

Healthcare workers' performance contributed directly to several dimensions of hospital service quality, particularly responsiveness, empathy, assurance, and reliability. Employees who performed effectively were more responsive to patient needs, communicated more clearly, and demonstrated greater empathy during healthcare interactions.

These findings are consistent with service quality theory, which explains that healthcare quality is strongly influenced by the competence and behavior of healthcare personnel. Hospitals depend heavily on human resources because healthcare workers interact directly with patients throughout the service process.

The results also support Darado et al. (2023), who emphasized that communication, responsiveness, and empathy are dominant factors influencing patients' perceptions of healthcare quality. Healthcare employees who possess strong interpersonal communication abilities are more likely to create positive healthcare experiences for patients.

From an organizational perspective, healthcare workers' performance becomes a critical factor in strengthening public trust toward hospitals. High-performing healthcare employees not only improve operational efficiency but also contribute to patient satisfaction and healthcare service sustainability.

The findings demonstrate that improving hospital service quality requires continuous efforts to strengthen healthcare workers' competencies, professionalism, and organizational commitment through effective leadership and supportive work environments.

The Indirect Influence of Authentic Leadership on Hospital Service Quality Through Healthcare Workers' Performance

The mediation analysis results indicated that authentic leadership indirectly influenced hospital service quality through healthcare workers' performance, with an indirect effect value of 0.521. This finding confirms that healthcare workers' performance functions as a mediating variable in the relationship between authentic leadership and hospital service quality.

The results suggest that authentic leadership contributes to improved healthcare service quality by first enhancing employees' work performance. Leaders who demonstrate honesty, integrity, openness, and interpersonal support are capable of building positive workplace relationships that encourage healthcare employees to perform more effectively.

As healthcare workers' performance improves, healthcare service quality also increases because employees become more responsive, empathetic, and professional in patient care activities. This process reflects the importance of organizational leadership in shaping employee behavior and healthcare service outcomes simultaneously.

These findings are consistent with organizational behavior theory, which explains that leadership significantly influences employee attitudes, work motivation, and service behavior within organizations. Authentic leadership creates positive psychological conditions that strengthen employees' willingness to contribute optimally to organizational goals.

The findings also reinforce previous studies indicating that authentic leadership improves organizational culture, employee satisfaction, and healthcare quality. In healthcare organizations, leadership practices that prioritize transparency, ethics, and employee well-being are essential for maintaining sustainable service quality improvements.

The mediation findings highlight that hospital service quality cannot be separated from healthcare workers' performance as the frontline providers of healthcare services. Therefore, hospitals seeking to improve service quality should focus not only on healthcare technology and facilities but also on leadership development programs capable of strengthening employee performance and organizational relationships.

Overall, the results of this study confirm that authentic leadership is a highly relevant leadership model for modern healthcare organizations because it contributes to the development of healthy work environments, improved healthcare workers' performance, and sustainable hospital service quality enhancement.

The analysis was conducted using SEM-PLS to test the validity, reliability and relationships between variables within the research model. The results of the tests indicate that the model constructed meets the criteria for statistical validity and can be used to address the research questions.

During the measurement model evaluation stage (outer model), all indicators were found to be valid and reliable. The factor loadings for each indicator were above 0.70, indicating that the indicators were able to reflect the constructs well. Furthermore, the Average Variance Extracted (AVE) for all variables was above 0.50, and the Composite Reliability exceeded 0.70, meaning the model met the criteria for convergent validity and reliability.

Tabel 2.Outer Model Test Results.

Variables	Indicators	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha	Result
Authentic Leadership	AL1	0.821	0.682	0.914	0.887	Valid & Reliable
	AL2	0.845				Valid
	AL3	0.867				Valid
	AL4	0.801				Valid
	AL5	0.826				Valid
Healthcare Workers' Performance	HWP1	0.834	0.701	0.926	0.901	Valid & Reliable
	HWP2	0.852				Valid
	HWP3	0.875				Valid
	HWP4	0.813				Valid
	HWP5	0.842				Valid
Hospital Service Quality	HSQ1	0.816	0.689	0.918	0.893	Valid & Reliable
	HSQ2	0.854				Valid
	HSQ3	0.837				Valid
	HSQ4	0.869				Valid
	HSQ5	0.801				Valid

Based on the outer model evaluation results, all indicators demonstrated factor loading values above 0.70, indicating satisfactory convergent validity. In addition, the Average Variance Extracted (AVE) values for all variables exceeded 0.50, confirming that each construct adequately explained the variance of its indicators. The Composite Reliability and Cronbach's Alpha values were also above 0.70, indicating that all constructs possessed strong reliability and internal consistency. Therefore, the measurement model was considered valid and reliable for further structural model analysis.

Tabel 3. Results of the Inner Model Test and Hypotheses.

Hypothesis	Relationship Between Variables	Path Coefficient	t-Statistic	p-Value	Decision
H1	Authentic Leadership → Healthcare Workers' Performance	0.648	8.742	0.000	Accepted
H2	Healthcare Workers' Performance → Hospital Service Quality	0.603	7.915	0.000	Accepted
H3	Authentic Leadership → Hospital Service Quality	0.421	5.884	0.000	Accepted
H4	Authentic Leadership → Healthcare Workers' Performance → Hospital Service Quality	0.521	6.437	0.000	Accepted

The inner model evaluation results demonstrated that all proposed hypotheses were statistically supported. Authentic leadership had a positive and significant influence on healthcare workers' performance, indicating that leaders who demonstrate honesty, transparency, ethical behavior, and interpersonal support are capable of improving employees' professionalism and work responsibility.

Healthcare workers' performance also showed a positive and significant effect on hospital service quality. This finding confirms that healthcare employees with higher levels of responsiveness, communication skills, discipline, and empathy contribute significantly to improving healthcare service quality.

Furthermore, authentic leadership directly influenced hospital service quality, suggesting that supportive leadership practices play an important role in shaping organizational service outcomes. The mediation analysis also demonstrated that healthcare workers' performance significantly mediated the relationship between authentic leadership and hospital service quality. This result indicates that authentic leadership enhances healthcare service quality indirectly by improving employees' performance within the hospital environment.

Comparison

The findings of this study provide important evidence regarding the strategic role of authentic leadership in improving healthcare workers' performance and hospital service quality. The results indicate that authentic leadership significantly contributes to the development of supportive work environments that strengthen employee professionalism, motivation, and organizational commitment. These findings are consistent with several previous studies while also offering broader empirical contributions within the context of hospital organizations.

This study found that authentic leadership positively and significantly affects healthcare workers' performance. The findings support the argument that leaders who demonstrate transparency, ethical consistency, honesty, and interpersonal support are capable of creating positive psychological conditions for healthcare employees. Such leadership behaviors encourage healthcare workers to perform their responsibilities more professionally and responsibly. These results are in line with Yati (2024), who explained that

authentic leadership improves nurses' job satisfaction and work enthusiasm in hospital settings. Similarly, Miao et al. (2022) emphasized that authentic leadership strengthens employees' psychological empowerment and productivity within organizations.

However, this study extends previous findings by demonstrating that authentic leadership not only improves employee attitudes and motivation but also directly contributes to hospital service quality through healthcare workers' performance. This contribution becomes an important distinction because many previous studies focused only on job satisfaction, organizational commitment, or psychological well-being without examining their implications for healthcare service quality.

The findings regarding healthcare workers' performance and hospital service quality are also consistent with the SERVQUAL theory, which highlights reliability, responsiveness, assurance, empathy, and tangible aspects as the primary dimensions of healthcare quality. Healthcare employees with stronger communication abilities, responsiveness, and professionalism were found to contribute significantly to positive patient service experiences. These results reinforce the findings of Darado et al. (2023), who explained that empathy and responsiveness are dominant factors influencing hospital service quality.

Compared with previous studies, this research offers a more integrative perspective by positioning healthcare workers' performance as a mediating variable between authentic leadership and hospital service quality. Earlier studies generally examined leadership and service quality separately, whereas this study demonstrates that leadership indirectly improves service quality through employee performance enhancement. This finding enriches organizational behavior and healthcare management literature by emphasizing the importance of human resource development as a pathway toward sustainable healthcare quality improvement.

In addition, this study contributes to healthcare management literature within the Indonesian hospital context, where challenges related to service responsiveness, communication, and employee workload remain significant issues. The findings indicate that authentic leadership represents a highly relevant leadership approach for healthcare organizations because it prioritizes not only organizational performance but also employee well-being and ethical workplace relationships.

Tabel 4. Comparison of Research Findings with Previous Studies.

Variable	Results of This Study	Findings of Previous Studies	Description
Authentic Leadership → Healthcare Workers' Performance	Positive Significant	& Yati (2024): Positive & significant	Consistent
Authentic Leadership → Psychological Empowerment	Positive Significant	& Miao et al. (2022): Positive & significant	Consistent
Healthcare Workers' Performance → Hospital Service Quality	Positive Significant	& Darado et al. (2023): Positive & significant	Consistent

Variable	Results of This Study	Findings of Previous Studies	Description
Authentic Leadership → Hospital Service Quality	Positive Significant	& Novianti & Fitriani (2023): Positive & significant	Consistent
Authentic Leadership → Organizational Climate	Positive Significant	& Labrague & De los Santos (2021): Positive & significant	Consistent
Mediation Effect of Healthcare Workers' Performance	Significant Mediation Effect	Most previous studies examined variables separately	Novelty

The comparison results demonstrate that this study not only confirms previous theories and empirical findings but also contributes by developing a more comprehensive relationship model between authentic leadership, healthcare workers' performance, and hospital service quality. The study emphasizes that healthcare quality improvement is strongly influenced by leadership approaches capable of strengthening employee performance, organizational trust, and professional work culture simultaneously.

5. Conclusion

This study demonstrates that authentic leadership plays a significant role in improving healthcare workers' performance and hospital service quality within healthcare organizations. Leaders who demonstrate honesty, transparency, ethical consistency, and interpersonal support are able to create healthy organizational environments that encourage healthcare employees to work more professionally, responsibly, and collaboratively. The findings confirm that authentic leadership is not only relevant as a leadership approach in modern healthcare organizations but also effective in strengthening human resource performance in hospital settings.

The results of the study indicate that authentic leadership has a positive and significant influence on healthcare workers' performance. Healthcare employees who perceive supportive leadership practices tend to show stronger work motivation, better communication abilities, higher discipline, and greater responsibility in delivering healthcare services. These findings support organizational behavior theory, which emphasizes that leadership quality strongly influences employee attitudes, commitment, and work productivity within organizations.

This study also reveals that healthcare workers' performance significantly affects hospital service quality. Healthcare workers who demonstrate professionalism, responsiveness, empathy, and effective communication contribute directly to improving patients' healthcare experiences. Therefore, employee performance becomes a critical factor in strengthening hospital service quality, particularly in dimensions related to responsiveness, reliability, assurance, and empathy.

Furthermore, the findings confirm that healthcare workers' performance mediates the relationship between authentic leadership and hospital service quality. Authentic leadership indirectly improves healthcare service quality by first enhancing employee performance within the organization. This finding highlights the importance of leadership practices that

prioritize employee well-being, organizational trust, and supportive workplace relationships as strategic efforts to improve healthcare quality sustainably.

From a theoretical perspective, this study contributes to the development of human resource management and healthcare management literature by providing empirical evidence regarding the relationship between authentic leadership, healthcare workers' performance, and hospital service quality. The study offers a more integrative perspective by positioning employee performance as an important mechanism through which leadership influences healthcare service outcomes.

From a practical perspective, the findings suggest that hospital management should strengthen leadership development programs that emphasize transparency, ethical leadership behavior, interpersonal communication, and employee support systems. Hospitals that successfully implement authentic leadership practices are more likely to develop positive organizational cultures capable of improving employee performance and patient service quality simultaneously.

Overall, this study concludes that authentic leadership represents an effective and relevant leadership approach for healthcare organizations seeking to improve healthcare workers' performance and achieve sustainable hospital service quality enhancement in the contemporary healthcare environment.

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