

The Effect of Love-based Leadership on Improving Service Quality in the Jordanian Public Sector

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Abstract

In recent years, public sector organizations have faced increasing pressure to improve service quality while responding to rising public expectations for efficiency, transparency, and citizen-centered services. This study examines the effect of love-based leadership on service quality in the Jordanian public sector, addressing a gap in leadership research within Middle Eastern contexts. Love-based leadership is conceptualized through dimensions including empathy, compassionate communication, employee well-being, respect, and moral responsibility.

Using a quantitative correlational design, data were collected from 857 public sector employees and analyzed. The results indicate a statistically significant effect of love-based leadership on service quality ($R^2 = 0.318$, $p < 0.001$). Key positive predictors included integrity, respect, and compassionate communication, while empathy showed a negative effect when controlling for other variables.

The study contributes by extending humanistic leadership theory to the public sector and highlights the importance of ethical and relational leadership practices in improving service quality. The findings offer practical implications for leadership development and public sector reform.

Key words: Love-based Leadership, Service Quality, Public Sector, Jordan.

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1. Introduction

Quality public service delivery appears to be among the hottest topics internationally. For years, the ineffectiveness of classical bureaucratic model of hierarchy and command-and-control administration has been painfully clear as public sector employees consistently failed to meet citizens' expectations regarding government services (Pollitt & Bouckaert, 2017; Osborne, 2018). Currently, people desire to experience more humane, responsive and effective government services. However, it remains unclear whether the outdated Weberian approach might facilitate attainment of these goals (Pillay & Kikasu, 2024). Instead, servant leadership that fosters supportive context for employees' well-being, engagement, and psychological safety has been established in academic literature as fundamental for efficient service delivery (Pillay & Kikasu, 2024).

Love-based leadership is among many humanistic leadership theories that started gaining traction during recent years. Similar to compassionate or servant leadership in essence, love-based leadership has been described as leaders' way of approaching followers that is rooted in empathy, care, respect and moral responsibility leader experiences toward their employees and projects when communicating with them. Recently, researchers conducted a systematic review of empirical literature on servant leadership to identify evidence of its ability to enhance employee and organizational outcomes. There was proof that compassionate leadership has positive associations with employee well-being and engagement – two key drivers of organization's service performance (Pansini et al., 2024). Another recent study investigating mediators like organizational climate, work happiness and organizational justice perceptions on servant leadership relationship with public service delivery provides yet another example of research in this direction (Agustín-Silvestre et al., 2024).

On top of that, there are studies that have identified benefits of LBES's already in public institutions. Pillay and Kikasu (2024) concluded that servant leadership and compassionate leadership help promote good governance, ethical behavior, and continuous quality public service delivery. Study by Al-Dmairi et al. (2021) showed that servant leadership has positive impacts on public employees loyalty and job performance, which can also lead to improved service delivery.

The study by Al-Dmairi et al. (2021) is particularly important for the current study because it shows that these theories may already have some supporting evidence in a Jordanian context. Based on research literature on leadership theories in Jordan, it is obvious that traditional theories revolve around leaders having all the power

due to their position in the vertical administrative structure. Yet, there are studies highlighting that interest in leadership styles prioritizing care, respect, and interpersonal relationships between employees and their supervisors is increasing in Jordan. Al-Damrat (2021) provided empirical evidence that love-based leadership behavior predicted faculty members' performance and organizational climate at Jordanian universities. The study discussed above was conducted in academic setting, so the results do not directly relate to public sector. Nevertheless, it can give an idea of whether implementing LBES in Jordan will be fruitful.

Considering everything mentioned above, authors of the current study aim to explore influence of love-based leadership on public sector employees' service quality in Jordan. We suggest that leadership style based on leaders' empathy for employees, care and acknowledgment of another individual's worth will cause employees to behave in ways that result in high service quality. Because servant leadership has not been thoroughly researched in context of Middle Eastern culture, this study will provide additional empirical data about servant leadership's, also known as compassionate or love-based leadership, effect on public sector employees. Furthermore, results of this study may serve as information source for policymakers who want to improve public services by instilling humane and relationally-driven approach to leadership.

1.1 Problem Statement

Jordan is a country characterized by substandard public sector performance (even when it comes to seemingly straightforward metrics such as satisfaction levels of its customers – citizens), despite several reform programs/initiatives rolled out in the area of public service over the last decade or so. At the same time, both past research on and anecdotal evidence from within the Kingdom point toward prevalence of traditional outdated leadership styles rooted in authority, control, command and other hierarchical management practices in many public organizations throughout Jordan. The latter typically leads to more rigid hierarchical organizational culture, that directly impacts the overall efficiency of service delivery, as well as employee service orientations, specifically (Pillay & Kikasu, 2024).

On the other hand, lately academic community has produced a number of works examining somewhat unconventional leadership styles centered around notions of love, care and relational warmth. Results have shown beneficial effects of such leadership styles on employee well-being, perceptions of organizational justice, engagement and other known antecedents of effective service delivery (Pansini et al., 2024; Agustín-Silvestre et al., 2024). While one study conducted in Jordan aimed at conceptualizing the construct of love leadership within local academia and testing its potential connection to organizational climate and employee behavioral outcomes in higher education setting, it is still unknown how prevalent said leadership style is in Jordan's public sector, and whether and to what extent it impacts the quality of services public organizations provide to their customers.

Issue is further exacerbated by the fact that previous research that studied service quality did so from the perspective of service recipients. Service providers' perspective, however – the one that has the most knowledge about the service delivery process and its internal drivers – has been severely overlooked. Numerous studies based on modern service management theories, including various Internal Service Quality (ISQ) models have shown positive relationship between external (customers') and internal (employees') perception of quality of service they receive and the internal organizational environment created for service employees by said organization. Another body of research within public administration has consistently shown that aforementioned internal organizational issues (lengthy procedures, resource shortages, poor communication) have a highly negative effect on citizens' service experience.

Problem Statement: To sum everything mentioned above up, although current empirical knowledge suggests public sector employees who perceive higher levels of love-related leadership behavior from their direct managers are likely to feel greater support from and satisfaction with their organization, it is unknown whether increased levels of ISQ resulting from positive leader-member relationships will result in citizens perceiving services provided to them as of higher quality.

Purpose of the Study: Therefore, the purpose of this study is to address said research gap by testing potential relationship between public sector employees' leadership-related perceptions and internal service quality in Jordan.

Significance of the Study: Research is significant because it fills an important gap in current academic literature on service delivery in Jordan by taking into account perspective of employees who provide said services. Findings will be especially valuable for the public administration community in Jordan and could aid ongoing public service modernization efforts by providing insights into effective leader development.

1.2 Research Questions

Based on the problem identified, this study seeks to answer the following research questions:

Main Question:

What is the effect of love-based leadership on service quality from the perspective of public sector employees?

From this main question, the following sub-questions emerged:

First Sub-question:

What is the level of practicing love-based leadership in public sector institutions in Jordan from the perspective of employees in this sector?

Second Sub-question:

What is the level of service quality provided by public sector institutions in Jordan to citizens from the perspective of employees in this sector?

1.3 Research Hypotheses

Based on the study problem and its questions, the following hypotheses were formulated:

Main Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on service quality with its combined dimensions (Procedural Clarity, Resources Availability, Administrative Support, Internal Communications, Service Culture) from the perspective of public sector employees in Jordan.

From this main hypothesis, the following sub-hypotheses emerged:

First Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Procedural Clarity from the perspective of public sector employees in Jordan.

Second Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Resource Availability from the perspective of public sector employees in Jordan.

Third Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Administrative Support from the perspective of public sector employees in Jordan.

Fourth Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Internal Communication from the perspective of public sector employees in Jordan.

Fifth Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Service Culture from the perspective of public sector employees in Jordan.

1.4 Research Objectives

This study aims to achieve the following objectives:

First: To determine whether love-based leadership has an effect on the quality of services provided by public sector institutions to citizens, from the perspective of employees in this sector.

Second: To identify the level of practice of love-based leadership in public sector institutions in Jordan from the perspective of employees in this sector.

Third: To identify the level of service quality provided by public sector institutions to citizens from the perspective of employees in this sector.

1.5 Significance of the Study

This proposed study would have numerous theoretical and practical contributions. The study's first, contextual contribution stems from analyzing a humanistic, love-based leadership approach in the public sector. This viewpoint has been lacking in leadership literature when paralleled to other studies done in the private sector, nonprofit sector, and education. In summary, by studying leadership through the lens of the Jordanian public sector, it would aid the scarce literature on leadership practice in public-run institutions by focusing on models that revolve around the idea of compassion such as servant leadership.

The study's first theoretical contribution would be to provide a conceptualization of love-based leadership and its relation to perceived service quality. Because employees are the providers as well as consumers of service quality, this proposed study will allow for more knowledge on how leadership can play a role in employees' perceptions of service and how mediating variables can help assess how leadership can affect these perceptions.

Finally, the study's second, practical contribution involves the implications of the study's findings on administrative reform. If it is found that a leadership style that emphasizes empathy and respect can lead to positive employee performance and quality of service, then this could help shape what leadership development programs should consist of by identifying what types of interpersonal skills should be enforced in leaders to help promote ethical and supportive work environments. Moreover, it can show how a love-based leadership style can better the organizational climate by enhancing well-being and reducing burnout, absenteeism, and turnover (which is a major issue in public sector organizations). Therefore, results would help policymakers identify where and what kind of leadership improvements are necessary.

1.1 Study Limitation

The limitations of the present study were as follows:

Subject Limitations: The study was limited to the variables of love-based leadership and service quality.

Spatial Limitations: The study was limited to public sector institutions in Jordan.

Temporal Limitations: The study was conducted during the period from January to May 2026.

Human Limitations: The study was limited to all public sector employees in Jordan

2. Literature Review

2.1 Leadership studies: Employee well-being and public service quality Essay

Governments across the globe have enforced public sector reforms that promised increases in responsiveness, quality of services provided, and citizen-centeredness of services provided to citizens. Given public services provide to their beneficiaries, bureaucracy-, control-, and hierarchy-based leadership styles would not be able to implement empathy, fairness, responsiveness, among other predictors of quality and services' image. Therefore, over recent years human resource relations, emotions, empathy, love and its relation to various performance and quality criteria have been applied to leadership studies increasingly (Arslan & Roodbari, 2023). As mentioned above, public services wanting to increase quality of services will have to target change within their organizational climate and structure in aspects of "relationship-oriented" leadership and management styles (Arslan & Roodbari, 2023).

Love-based leadership has been defined as an emerging stream of research on leadership displayed at organizations. Love-based leadership is expressed through pillars of agape, implying showing ethical, non-possessive views and behaviors towards others. Agape love includes leaders showing compassion, care, respect, benevolence, and genuine concern for others to prosper and grow. Scholars today have stopped defining love as an emotion and started defining love as "a leadership behavior that can be learned and used practically to shape climates, cultivate relationships, and foster human flourishing" (Boyatzis et al., 2022, p.180). Therefore, leaders that exhibit these love-based leadership behaviors will promote positive levels of employee wellbeing and mental health through practicing empathy, elevation, kindness, non-judgmental communication, and relational warmth with employees (Dutton & Workman, 2021).

Although this research area is new, scholars have begun to provide empirical evidence that love leadership is a potential predictor of employee attitudes and behaviors which leads to performance outcomes like service quality. For instance, Hamilton and Worline (2023) recently provided empirical support for a process through which agape love-based leadership (relational compassion) can positively affect service climate. Their theorized

process suggests that when leaders display agape love towards employees, employees will feel higher levels of psychological safety which will motivate them to higher levels of prosocial behavior and service behavior which will then affect service quality at citizen-facing workplaces. Following research by Hamilton and Worline (2023), Donadoni and Velasco (2024) recently published research providing empirical support for another process through which agapeic leadership can predict service quality. Donadoni and Velasco (2024) theorized that agapeic leadership would predict ethical climate such that leaders who display agapeic emotions, behaviors, and actions towards employees will foster organizational ethics that will predict service quality through mediated mechanisms of relational, value-consistency, and intrinsic-commitment. Results from their study conducted at a banking company supported their hypothesized relationships.

Broadening past research beyond the service industry, scholars have begun to capture strong empirical evidence supporting the positive effects of love-based leadership across various contexts of work on positive work-related outcomes. For example, when sampling employees at an educational organization, Núñez et al. (2022) found empirical support for their theoretical process that leaders that display care, recognition, and respect (relational warmth) towards employees will have employees with higher levels of well-being and engagement. Increases in engagement and decreases in emotional distress caused by perceived stressors at work were found to positively predict quality of processes and services employees provided. Within the same framework, Wei et al. (2020) found that love-based leadership intended to display to employees they are cared about and reduces social distance between leaders and employees has a positive effect on employee burnout and work engagement. Increases in engagement and decreases in burnout had both direct and indirect positive effects on service quality and customer's experience with service.

In regard to leadership and public sector reforms, global organizations that focus on improving public sectors around the world have tried to enforce the initiative to allow for more humanitarian leadership styles to better service quality and trust in government. In one of OECD's (2023) recent articles talking about the state of public administration in 2023 they discuss how human-centered leadership could be implemented to better service quality and trust in government.

Jordan, like many other countries around the world, has been trying to implement multiple public sector reforms that will better the quality of services provided by public organizations and encourage citizens to use them. Among these reforms, the Cabinet of Jordan introduced a few years ago what could be one of the biggest public sector reforms to improve service process. The Jordanian government introduced an government portal that was the result of many different initiatives aiming to improve service delivery within Jordan's public sector. Although there have been many articles discussing the state of Jordan's public sector, research emphasizing leadership styles in the public sector has not changed. Leaders in Jordan's public sector seem to emphasize hierarchy and authority as forms of leadership. Even though local studies have discussed how positive leadership styles could affect service quality in Jordan's public sector, our literature search found no studies that explicitly examined love-based leadership and its potential impact on public service quality in Jordan.

As a result, we would like to add to the literature regarding leadership and Jordans's public sector by examining the effect of love-based leadership on service quality in Jordan's public sector. Similar to other public organizations around the world, leadership in Jordan's public sector could have massive effects on the wellbeing of employees working at these public organizations. Positive employee wellbeing has a direct positive effect on how motivated and engaged employees will be about the work they provide. Increases in employee engagement will then have a direct positive effect on the quality of services provided to citizens. As discussed throughout this literature review, leadership that is based on principles of caring about your employees, having compassion for your employees well-being, recognizing and showing your employees that they are appreciated can have potential implications for service quality within Jordan's public sector.

Kaptein (2022) was one of the first researchers to allow future researchers to have a foundation on love at work. Kaptein (2022) provides readers with a philosophical and ethical discussion on how we should view stakeholders. Kaptein talks about stakeholders through the perspective of agape love by describing how we have morality obligations to stakeholders as employees of an organization. Kaptein provides great insight as to how love-based leadership could lead to organizational ethical climate.

Building from Kaptein's (2022) ethical discussion of stakeholders and agape love, Ramachandran et al. (2024) provides researchers with a systematic literature review that tries to connect past research on compassionate leadership. Ramachandran et al. (2024) found that past research has emphasized the importance of behaviors of compassionate love, empathy, care, having integrity and being authentic towards employees. They concluded by providing research support that past research has shown that when leaders exhibit these behaviors it has been

positively related to employee engagement, decreased burnout, and positive employee wellbeing.

Another article that touches briefly on love and leadership is a study done by Pansini et al. (2024). Pansini et al. (2024) wanted to provide researchers an empirical understanding of how compassionate love influences employees. Pansini et al. (2024) found through their empirical study that leaders who exhibit higher levels of compassionate love towards their employees will positively increase employee wellbeing which will cause employee work engagement to increase. Pansini et al.'s (2024) study provides further support that love-based leadership could mediate the relationship between leader behaviors and employee attitudes.

RadLVL (2025) was an article that wanted to provide readers an understanding of what loving leadership is. RadLVL (2025) conducted a study in the healthcare workplace to provide readers an understanding of the dimension of loving leadership. RadLVL (2025) conceptually broke down loving leadership into 3 factors; being relationally present with employees, having the intent to heal employees, and regarding your employees. They found that there are categories of loving leader behaviors that are positively related to employee perceptions of psychological safety and quality of patient care employees provided. Though this study was only conducted in the healthcare industry, it provided specific examples of behaviors that love-based leaders would display.

Servant leadership has been heavily researched and has many similarities to love-based leadership. Servant leadership is based on an idea that it is important for leaders to care about and serve your followers. Paludetto and Kusy (2024) provided empirical support for prior discussions on servant leadership. Paludetto and Kusy (2024) through their empirical study found that servant leadership had positive relations with more ethical, effective, and sustainable outcomes.

Building from past research on servant leadership, Davidovic et al. (2024) wanted to provide researchers an empirical-based discussion on servant leadership. Davidovic et al. (2024) provided readers an exposure-based measurement tool of servant leadership that broke down into 5 facets that all loaded under a higher-order factor of servant leadership. Davidovic et al. (2024) helped the servant leadership research area by developing and validating a tool to measure servant leadership.

Furthering previous research on servant leadership, Akram et al. (2025) conducted an empirical study providing support that servant leadership is positively related to work engagement. Results from their study concluded that servant leadership has a positive relationship with employees' work engagement.

Relational leadership theory has been researched and can be used to support love-based leadership. Chow et al. (2024) created and validated a measurement model of relational leadership. Chow et al. (2024) concluded that through their analysis that leaders that display higher levels of relational leadership behaviors had employees with higher motivation and perceived organizational justice.

Continuing previous research done on relational leadership, An et al. (2024) wanted to provide researchers an exposure-based measurement model of relational leadership that measured the 5 dimensions of relational leadership. Future research can use this scale to better measure all dimensions of relational leadership and test it throughout contexts.

Last, providing recent evidence supporting relational leadership theory, Yung et al. (2024) did two things to help provide readers an understanding of what relational leadership is. First they conducted a systematic literature review on relational leadership and provided empirical support by testing their model.

Love-based leadership has recently been researched when looking at connections to service quality. Servant leadership, which consists of displaying how you care about your employees was studied in regards to public water directorate's service quality (Shaabani, 2021). Results from the study concluded that servant leadership positively affected service quality through organizational citizenship behavior.

Supporting theoretical reasoning that all love-based leadership styles will translate to all service-related industries, researchers found that servant leadership positively affected frontline employees' innovativeness in providing service (2025). Higher levels of employees providing service with intent to innovate was positively related to higher levels of service quality and customer satisfaction. Though these researchers did not mention the term love-based leadership, how they described servant leader behaviors fits how love-based leaders would act based on the articles used above.

Finally, Service Science. (2024) wanted to provide researchers an idea of how leadership styles that display customer-oriented values would affect employees. Service-Oriented Leadership Study. (2024) found that leaders who displayed respect for others, showed support for employees, and displayed customer-oriented values had employees who perceived higher levels of service performance. Even though these researchers did not mention love-based leadership, how they described how leaders should behave towards employees matches how love has

been described by previous research above.

In conclusion, from philosophers pointing out how leaders should behave towards others in the workplace, empirical studies providing support that love-based leadership positively affects employee attitudes, and studies that apply the theory of love-based leadership to specific industries showed that leadership behaviors that stem from love (showing others you care about them, having compassion for others, caring about others' wellbeing, and just having a positive regard for others) has been shown to positively impact employee wellbeing, motivation, and job-related outcomes such as service quality. However, there has been no research looking at love-based leadership at public sector organizations in the Middle East. We would like to help add to the literature on love-based leadership by studying it in the context of Jordan's public sector.

2.2 Love-Based Leadership

Love leadership is a humanistic leadership style in which leaders choose to extend followers care, empathy, dignity, benevolence, and moral concern. Leaders engaged in love leadership behaviors are typically influenced by ideologies rooted in agape ("love" translated from Greek), which is a respect- and dignity-based form of unconditional love. Love leadership is starting to be defined by research not as an emotion leaders feel towards others, but rather "...a behavioral and ethical practice that leaders may choose to use, rather than an emotion they may or may not feel" (Kaptein, 2022). In other words, recent research around love leadership is beginning to suggest that compassion, respect, integrity, and support can be exhibited and practiced through leadership interactions each day (Kaptein, 2022).

Reviews of existing literature on compassionate leadership behaviorally define compassionate leadership and love leadership as follows: compassionate/love leadership (1) notices employees' needs, (2) understands employees' challenges, and (3) responds with caring, supportive actions (Ramachandran et al., 2024). Additionally, behavioral acts of compassionate/love leadership result in decreased stress, greater levels of trust, more dignity, and feelings of increased belonging when at work. Compassionate/love leadership has also been shown to impact employee well-being which experiences higher levels of work motivation and work engagement (Pansini et al., 2024).

Dimensions of Love-Based Leadership

Drawing from the most recent literature examining compassionate leadership, benevolent leadership, and moral stakeholder love (Ramachandran et al., 2024; Galiana et al., 2022; Grego-Planer, 2022; Kaptein, 2022; Pansini et al., 2024), love leadership can be broken into the following five dimensions.

Empathy is defined as the leader's capacity to understand and share employee's feelings, viewpoints, and work experiences. Empathy also connotes that the leader responds to the employee with concern and care after recognizing their emotions. Empathy has been described as the foundational aspect of both compassionate and love leadership because it requires the leader to notice another person pain and respond to it in a meaningful way that can help reduce it (Ramachandran et al., 2024). The Compassionate Leadership Self-Reported Scale also identifies empathy as a key behavioral factor of the construct (Galiana et al., 2022).

Empathetic leaders create an environment in which employees feel cared for and understood. Employees who experience empathy from leaders may be more likely to demonstrate caring service behaviors towards citizens.

Openness & Compassionate Communication: Leaders who rank high on openness will communicate with employees in a way that is honest, transparent, and psychologically safe. Another way to think about openness is how comfortable leaders are with compassionate communication. Leaders high in compassion ensure that employees feel comfortable voicing their own concerns and even speaking up if they make mistakes. Research on compassionate leadership has identified openness as a key dimension of the leadership style because it facilitates trust and interpersonal connectedness (Ramachandran et al., 2024).

Expressing compassion through open communication has been shown to improve problem detection, team learning, and collaboration which can carry over to improved service performance.

Care about Employees Physical and Psychological Well-Being

Leaders high in compassion and love care about how their employees are feeling and how they are coping. Employees' physical and psychological well-being can be influenced by a number of factors, some examples include workload, personal problems, work-life balance, and health and safety at work. Research has shown that compassionate leadership has a direct positive effect on employee well-being which has been shown to predict work motivation and performance (Pansini et al., 2024).

Why does this matter? When employees feel cared for by their employer they tend to experience less burnout

and can better provide services to citizens.

Inclusiveness, Respect, and Treating Others with Dignity

Leaders who have high levels of inclusiveness, respect, and dignity for others treat people with respect and equality regardless of rank or role. Similar to empathy, leaders who score high on love for others show genuine appreciation for people. Research demonstrates that compassionate leaders show inclusion, respect, and dignity through their everyday actions (Östergård et al., 2023). Leader frameworks that focus on benevolent and prosocial behavior also emphasize leadership caring for the well-being of others or the collective (Grego-Planer, 2022).

Why does this matter? If employees feel respected and treated with dignity they are more likely to trust their employer and feel a sense of belonging which can influence service behavior.

Acting with Integrity & Moral Responsibility

Leaders who practice love ensure their actions align with ethical and moral values. Leaders high in love are characterized by having integrity, being honest and fair, and being morally responsible to others. Kaptein (2022) refers to moral responsibility as leaders moral obligation to love their stakeholders. Stakeholders' can practically be thought of as employees because leaders have a moral responsibility to ensure their well-being by behaving in a way that protects and supports them. Other leadership frameworks that assess benevolent and prosocial leader behavior include principled behavior as a fundamental element of caring for others (Grego-Planer, 2022; Ramachandran et al., 2024).

Why does this matter? Moral integrity can foster trust between employees and can allow employees to trust that services are being delivered to citizens in an ethical and reliable manner.

2.3 Service Quality in the Public Sector

Enhancement of service quality will be treated as a dependent variable in this study because it is the reform outcome that the present study attempts to explain. Simplified, improvements to service quality should be noticeable when leadership practices start affecting how organizations are built and managed. This notion agrees with extant literature on public service quality, which finds service quality to be influenced by more than just formal structures and rules. Past research has found institutional capacity (Setiawan et al., 2022), organizational support (Alkaabi et al., 2024), innovation, communication (Mangai & Ayodele, 2025), and service climate to have major implications for service quality.

Importance of Improving Service Quality in the Public Sector

There are many reasons why we should care about service quality. For one, service quality is important because citizens interact with government organizations frequently to receive services that affect their lives. Some services that citizens access include but are not limited to licensing services, education, health care, social protection services, transportation services, and municipal services. When these services are provided with higher quality, citizens enjoy benefits such as lower transaction costs, higher perceptions of justice and inclusion, and confidence in state institutions. In Jordan, enhancing service quality has been explicitly tied to efforts that rebuild public trust, improve transparency, and make public services available to all Jordanians in ways that are faster, clearer, and citizen-centric (Government of Jordan, 2022; OECD, 2024). The World Bank's evaluation of Jordan's digital public-services portal frames digital SANAD services within the larger citizen-centric government paradigm focused on inclusion, accessibility, and service experience (World Bank, 2024).

Beyond the inherent value it provides citizens, service quality is also noteworthy because it strategically represents the achievements of administrative reform. Studies have found public-service quality to improve when organizations become more innovative, develop administrative capacity, and approach managerial challenges with responsiveness and service orientation (Setiawan et al., 2022; Alkaabi et al., 2024). In Jordan, these connections become even more important because administrative reform is occurring in parallel with initiatives to digitize government, update existing legislation, and restructure public agencies. By focusing on service quality, it becomes possible to evaluate both organizational performance and reform achievements because service quality reflects whether citizens will begin to feel and can tangibly benefit from administrative modernization efforts as opposed to simply adopting new policies on paper (OECD, 2024; MoDEE, 2026).

Dimensions of Improving Service Quality

For purposes of this study, service quality improvement in Jordan will be broken down into five major characteristics that can impact whether services are delivered with higher quality. The five characteristics of service quality improvement outlined below are procedural clarity, resource availability, administrative support,

internal communication, and service culture. The reasons each factor was chosen will be further discussed beneath each heading.

Procedural clarity

Processes should be easy to understand, predictable, and transparent to service users. The procedural clarity indicator was chosen because public services should be delivered with little ambiguity about how, when, and where they can be obtained. When interacting with public institutions, service users often evaluate quality based on speed and correctness of the outcome and whether they were provided with clear information about obtaining a service. This includes being informed about the steps, timelines, accountabilities, and channels associated with receiving a service. Lengthy or complicated procedures that are difficult to follow increase citizens' bureaucratic burden, waiting time, and frustration with services, which directly undermines trust towards public institutions. Scholarly sources note that unnecessarily complicated service procedures can increase cognitive load when searching for information and require citizens to seek informal help to complete their requests (Ferrari & Bengtsson, 2022). When services are straightforward to understand and complete, citizens can receive them faster and with less confusion, which improves overall impressions of public services. Jordan's Two reform plans acknowledge the importance of procedural clarity by both making services "smoother" and less cumbersome a priority through simplifying and reengineering service processes (Government of Jordan, 2022; MoDEE, 2026).

Procedural clarity has empirically been linked to service quality in multiple studies. Customers are more likely to rate their experiences positively when service rules, coordination, and task completion are straightforward (Mangai & Ayodele, 2025). Digitalization and process reengineering have also been linked with public-service quality when they increase transparency around governing rules and workflows rather than create additional steps for citizens to navigate when interacting with government (Mangai & Ayodele, 2025). As such, adequate organization and explanation of service processes matter for service quality.

Resource availability

Resource availability reflects whether an organization has adequate staff, budgets, digital infrastructure, and general capacity to do their job. While managers and civic leaders may desire improvements to service quality, service quality cannot be improved if frontline workers do not have the tools, training, budget, or time necessary to serve the public. Empirical studies have consistently identified organizational capacity as a necessary condition for improved service delivery performance. One study by Setiawan et al. (2022) found local government capacity to have a direct positive effect on public-service delivery while another study shows technological infrastructure and resource availability to encourage technology innovation adoption which leads to higher public-service quality (Purnamasari et al., 2025).

Resource availability was selected because resource constraints have been a known issue affecting public-sector organizations in Jordan. Jordan's National Digital Transformation Strategy explicitly states its commitments to building digital infrastructure, establishing digital trust, and enabling smoother and more efficient services through digitization (MoDEE, 2026). As such, resource availability can be framed as both a capability issue where conventional and digital resources matter. Public organizations must have enough skilled human resources and operational budget, along with technical readiness, to meet their obligations and provide citizens with timely, consistent, equitable services.

Administrative support

Administrative support reflects how employees are directed and helped by managers and administrative systems with their work through guidance, assistance, problem-solving, coordination with other units, and removal of organizational barriers to work performance. Employees can be more motivated and equipped to provide service when administrators support them and their work. Though there are articles centered around administrative support and employee performance, several recent studies have pointed towards organizational support and management effectiveness playing important roles in service improvement (Luthuli et al., 2024; Abdi et al., 2024; Setiawan et al., 2022). Employees can have the best intentions to provide quality service to citizens, but they will be ineffective if their efforts are not supported by administrative mechanisms that are responsive and solutions-oriented.

Administrative support was chosen because employees may require support to adjust to the institutional restructuring Jordan will experience over the next few years. The Public Sector Modernization Roadmap clearly states its interest in increasing institutional management capacity and "retain[ing] qualified national technical staff" to improve the citizenry experience, implying that Jordanian public agencies recognize that leadership and administrative practices matter for service improvement efforts (Government of Jordan, 2022, p. 35). Employees

will need support to understand how they should do their job under modernized work procedures, and technology alone will not improve service quality if public organizations do not have administratively supportive work environments.

Internal communication

Internal communication was measured by assessing how information is exchanged within the organization between leaders and employees as well as horizontally among staff members. In the public sector, communication should be efficient to ensure that everyone is on the same page. When this occurs, employees can understand service priorities, cover for other roles they know their coworkers may be unclear on, and quickly adapt to service changes. Studies have demonstrated employees are more engaged with their work when they are satisfied with how communication is handled in their organization (Tkalac Verčič & Men, 2023), and public Administration literature shows communication to play a role in everything from knowledge sharing to organizational service responsiveness. Poor communication almost always results in services that are poorly coordinated because someone may not know what they do, experience challenges obtaining information from related departments, or encounter delays having work-related issues solved.

Internal communication was selected because service improvement will likely require enhanced communication among agencies in Jordan. This is because service delivery can require the joint effort of several ministries and service channels to complete. Additionally, both administrative reform and digital transformation mention the need for greater integration between government agencies, channels, and physical service outlets (Government of Jordan, 2022). Jordan's Modernization Roadmap even dedicates an entire section to its communication strategy, which it will use to ensure stakeholders understand and support reform initiatives (Government of Jordan, 2022). Service quality should be influenced by how organizations manage their internal communication because at its worst, poor communication will sour employees' experience working for the organization and directly affect their ability to serve citizens.

Service climate

Service climate was measured by the degree to which employees are encouraged and rewarded for displaying responsive, respectful, problem-solving attitudes, fairness, and citizen-oriented behaviors at work. This can occur through formal incentives but also through informal rules about what is expected of employees. Creating a service-oriented culture ensures employees know that serving people is what the organization values and expects from them. Numerous studies provide evidence for service climate and internal service quality as antecedents to service quality. Research has repeatedly demonstrated how organizational emphasis on service quality affects employee behavior and service quality as rated by citizens (Lin et al., 2021). Other public-sector-focused studies have identified innovative culture and knowledge sharing as necessary factors that enable service innovation and quality in government agencies (Alosani & Al-Dhaafri, 2023; Alkaabi et al., 2024).

The service culture variable was chosen because there is evidence to suggest that service climate will impact the provision of services in Jordan. OECD identified improvements made to Jordan's institutional culture as one of the successful outcomes of Jordan's reform efforts, while the Government of Jordan highlights institutional culture as a priority of its modernization efforts (OECD, 2024; Government of Jordan, 2022). Service climate will affect how public servants view their jobs and why they were hired. Are they public servants who exist to serve citizens and provide quality service, or do they work for the state to complete administrative tasks?

3. Methodology

The design of the current study is a descriptive correlational survey. The study population included all public sector employees in Jordan at all posts and all job grades (numbered 234,044 employees), and the study sample was 857 employees. The study used the questionnaire as a study tool.

8.1 Study Tool:

The researcher designed the study tool in the light of a number of previous studies and literature relevant to the current research topic. The study tool (the questionnaire) consisted of the following sections:

Section One: It included questions related to the independent variable (Love-based Leadership) and its five dimensions, with (5) questions for each dimension.

Section Two: It included questions related to the dependent variable (Improving Service Quality) and its five dimensions, with (5) questions for each dimension.

8.2 Statistical Standard:

A five-point Likert scale (Strongly Agree = 5, Agree = 4, Neutral = 3, Disagree = 2, Strongly Disagree = 1) was employed, whereby each item was assigned a score ranging from 1 to 5. To interpret the results, the following scale was adopted:

- 1.00 – 2.33 → Low
- 2.34 – 3.67 → Moderate
- 3.68 – 5.00 → High

This classification was determined using the following equation:

Then, the category length (1.33) was added sequentially starting from the lowest value (1.00) to define the three levels.

8.3 Validity of the Study Tool:

The study tool (the questionnaire) was presented to a group of referees with expertise and academic experience from several public and private Jordanian universities, for the purpose of providing their opinions and ensuring its appropriateness in terms of the number of items, clarity, accuracy, coherence, and consistency, as well as any other remarks they deemed necessary, such as deletion, modification, or addition. This review process, along with the subsequent corrections and adjustments to most of it, is considered as a test of the tool's face validity.

8.4 Reliability of the Instrument

Reliability refers to the degree to which a research instrument consistently measures a construct and produces stable and consistent results under similar conditions. It reflects the internal consistency of the items used to measure each construct. In this study, reliability was assessed using Cronbach's alpha (α) coefficient to examine the internal consistency of the measurement scales. Table 1 presents the Cronbach's alpha coefficients for all study variables.

Cronbach's alpha values for all study variables ranged between 0.70 and 0.94, indicating acceptable to excellent internal consistency reliability. Specifically, all constructs exceeded the minimum acceptable threshold of 0.70, as recommended in the literature (Sekaran & Bougie, 2016). Constructs such as Love-Based Leadership ($\alpha = 0.93$) and Service Quality ($\alpha = 0.94$) demonstrated very high reliability, while the remaining constructs showed acceptable to good reliability levels.

Overall, these results confirm that the measurement instrument has a satisfactory level of internal consistency and is therefore considered reliable and appropriate for use in data collection for this study.

Normality Test

A normality test is a statistical procedure used to determine whether the distribution of data approximates a normal distribution. Normality can be assessed using several methods, including graphical and statistical approaches. In the present study, normality was evaluated using skewness and kurtosis values.

According to commonly accepted criteria in social sciences, data are considered approximately normally distributed when skewness values fall within ± 2 and kurtosis values fall within ± 5 .

The results presented in Table (2) show that all skewness and kurtosis values fall within the acceptable ranges suggested in the literature (George & Mallery, 2010; Hair et al., 2019). This indicates that all study variables are approximately normally distributed.

Therefore, the assumption of normality required for conducting parametric statistical tests is satisfied, and the use of parametric analyses in this study is statistically appropriate.

Multi-collinearity Test

Multicollinearity refers to a statistical phenomenon in which two or more independent variables in a regression model are highly correlated. This issue can make it difficult to estimate the unique effect of each predictor variable on the dependent variable.

In this study, multicollinearity was assessed using Variance Inflation Factor (VIF) and tolerance values, as well as Pearson correlation coefficients among the independent variables. VIF values indicate the extent to which multicollinearity inflates the variance of regression coefficients, while tolerance represents the proportion of variance in a predictor not explained by other predictors.

According to common guidelines in regression analysis, VIF values below 10 and tolerance values above 0.10 indicate the absence of serious multicollinearity problems.

The results show that VIF values ranged from 2.313 to 4.959, while tolerance values ranged from 0.202 to 0.432. All values fall within acceptable thresholds, indicating that no serious multicollinearity problem exists among the independent variables.

In addition, Pearson correlation coefficients were examined to further assess multicollinearity among the independent variables. A correlation coefficient above 0.90 is generally considered indicative of potential multicollinearity problems.

The results indicate that correlation coefficients among the independent variables ranged between 0.545 and 0.793, which are below the critical threshold of 0.80. Therefore, no evidence of multicollinearity was detected among the study variables.

Descriptive statistics:

Means and standard deviations were computed to describe the perceptions of the study sample regarding the study variables.

The results presented in Table (5) indicate that all domains of Love-Based Leadership were rated at a moderate level. Empathy recorded the highest mean score ($M = 3.63$), followed closely by Care for Physical and Psychological Well-Being ($M = 3.62$). In contrast, Inclusiveness, Respect & Dignity obtained the lowest mean score ($M = 3.41$). Overall, the total mean score for Love-Based Leadership was ($M = 3.56$), indicating a moderate level of practice.

The results show that all domains of Service Quality were rated at a moderate level. Administrative Support achieved the highest mean score ($M = 3.17$), while Internal Communication recorded the lowest mean score ($M = 2.58$). The overall mean of Service Quality was ($M = 2.78$), indicating a moderate level of perceived service quality among the study participants.

Main Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on service quality with its combined dimensions (Procedural Clarity, Resources Availability, Administrative Support, Internal Communications, Service Culture) from the perspective of public sector employees in Jordan.

To test this hypothesis, multiple linear regression analysis was conducted, as shown in Table 1.

Table (7) shows that the regression model was statistically significant ($F = 79.331$, $p < .001$). The results indicate a moderate positive relationship between love-based leadership and service quality ($R = 0.564$). The coefficient of determination ($R^2 = 0.318$) reveals that love-based leadership explains 31.8% of the variance in service quality.

Regarding the regression coefficients, Empathy ($\beta = -0.374$, $p < .001$), Openness & Compassionate Communications ($\beta = 0.175$, $p = .006$), Inclusiveness, Respect & Dignity ($\beta = 0.280$, $p < .001$), and Integrity & Moral Responsibility ($\beta = 0.454$, $p < .001$) were significant predictors of service quality, while Care for Physical and Psychological Well-Being was not statistically significant ($p = .405$).

Based on these results, the null hypothesis (H_0) is rejected, and the alternative hypothesis is accepted. This indicates that love-based leadership has a statistically significant effect on service quality from the perspective of public sector employees in Jordan.

First Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Procedural Clarity from the perspective of public sector employees in Jordan.

To test this hypothesis, multiple linear regression analysis was conducted, as presented in Table 1.

4. Results

Table (8) shows that the regression model was statistically significant ($F = 114.309$, $p < .001$). The results indicate a moderate to strong positive relationship between love-based leadership and Procedural Clarity ($R = 0.634$). The coefficient of determination ($R^2 = 0.402$) reveals that love-based leadership explains 40.2% of the variance in Procedural Clarity.

Regarding the individual predictors, Empathy ($\beta = -0.402$, $p < .001$), Inclusiveness, Respect & Dignity ($\beta = 0.679$, $p < .001$), and Integrity & Moral Responsibility ($\beta = 0.232$, $p < .001$) were statistically significant predictors of Procedural Clarity. In contrast, Openness & Compassionate Communications ($p = .674$) and Care for Physical and Psychological Well-Being ($p = .739$) were not statistically significant predictors.

It is worth noting that although Empathy shows a statistically significant negative coefficient, this indicates an inverse relationship with Procedural Clarity when controlling for other variables in the model.

Based on these results, the null hypothesis (H01) is rejected, and the alternative hypothesis is accepted. This indicates that love-based leadership has a statistically significant effect on Procedural Clarity among public sector employees in Jordan.

Second Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Resource Availability from the perspective of public sector employees in Jordan.

To test this hypothesis, standard multiple linear regression analysis was conducted as presented in Table (9).

Table (9) shows that the regression model is statistically significant, as the F value (37.182) is significant at $\alpha \leq 0.05$, indicating that love-based leadership significantly predicts Resource Availability among public sector employees in Jordan.

The correlation coefficient ($R = 0.423$) indicates a weak-to-moderate positive relationship between love-based leadership and Resource Availability. Furthermore, the coefficient of determination ($R^2 = 0.179$) indicates that love-based leadership explains 17.9% of the variance in Resource Availability.

At the level of individual predictors, Integrity & Moral Responsibility ($\beta = 0.506$, $p < 0.001$) shows the strongest positive and statistically significant effect, followed by Empathy, which shows a statistically significant negative effect ($\beta = -0.290$, $p < 0.001$). In contrast, Openness & Compassionate Communication, Care for Physical and Psychological Well-Being, and Inclusiveness, Respect & Dignity are not statistically significant predictors.

Based on these results, the null hypothesis is rejected and the alternative hypothesis is accepted, confirming that love-based leadership has a statistically significant effect on Resource Availability.

Third Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Administrative Support from the perspective of public sector employees in Jordan.

To examine this hypothesis, standard multiple linear regression analysis was conducted as presented in Table (10).

Table (10) indicates that the regression model is statistically significant, as the F value (308.911) is significant at the 0.05 level. This confirms that love-based leadership significantly predicts Administrative Support among public sector employees in Jordan.

The correlation coefficient ($R = 0.803$) indicates a strong positive relationship between love-based leadership and Administrative Support. In addition, the coefficient of determination ($R^2 = 0.645$) shows that love-based leadership explains 64.5% of the variance in Administrative Support, which reflects a high explanatory power of the model.

At the level of individual predictors, Inclusiveness, Respect & Dignity ($\beta = 0.455$, $p < 0.001$) and Integrity & Moral Responsibility ($\beta = 0.322$, $p < 0.001$) represent the strongest positive and statistically significant predictors of Administrative Support. Openness & Compassionate Communication also shows a statistically significant positive effect ($\beta = 0.205$, $p < 0.001$). Conversely, Empathy shows a statistically significant negative effect ($\beta = -0.118$, $p = 0.003$), while Care for Physical and Psychological Well-Being is not statistically significant ($p = 0.971$).

Based on these results, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that love-based leadership has a statistically significant effect on Administrative Support from the perspective of public sector employees in Jordan.

Fourth Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Internal

Communication from the perspective of public sector employees in Jordan.

To test this hypothesis, standard multiple linear regression analysis was conducted as presented in Table (11).

Table (11) indicates that the regression model is statistically significant, as the F value (38.350) is significant at $\alpha \leq 0.05$. This confirms that love-based leadership significantly predicts Internal Communication among public sector employees in Jordan.

The correlation coefficient ($R = 0.429$) indicates a weak-to-moderate positive relationship between love-based leadership and Internal Communication. Moreover, the coefficient of determination ($R^2 = 0.184$) shows that love-based leadership explains 18.4% of the variance in Internal Communication.

At the level of individual predictors, Integrity & Moral Responsibility ($\beta = 0.403$, $p < 0.001$) is the strongest positive and statistically significant predictor of Internal Communication, followed by Openness & Compassionate Communication ($\beta = 0.191$, $p = 0.006$), which is also statistically significant.

In contrast, Empathy shows a statistically significant negative effect ($\beta = -0.324$, $p < 0.001$). Meanwhile, Care for Physical and Psychological Well-Being ($p = 0.766$) and Inclusiveness, Respect & Dignity ($p = 0.063$) are not statistically significant predictors.

Based on these findings, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that love-based leadership has a statistically significant effect on Internal Communication.

Fifth Sub-Hypothesis: There is no effect at the 5% significance level of love-based leadership, with its combined dimensions (Empathy, Openness & Compassionate Communications, Care for Physical and Psychological Well-Being, Inclusiveness, Respect & Dignity, Integrity & Moral Responsibility), on Service Culture from the perspective of public sector employees in Jordan.

To test this hypothesis, standard multiple linear regression analysis was conducted as presented in Table (12).

Table (12) indicates that the regression model is statistically significant, as the F value (47.403) is significant at the 0.05 level ($p < 0.05$). This confirms that love-based leadership significantly predicts Service Culture among public sector employees in Jordan.

The correlation coefficient ($R = 0.467$) indicates a moderate positive relationship between love-based leadership and Service Culture. In addition, the coefficient of determination ($R^2 = 0.218$) shows that love-based leadership explains 21.8% of the variance in Service Culture.

At the level of individual predictors, Integrity & Moral Responsibility ($\beta = 0.506$, $p < 0.001$) represents the strongest positive and statistically significant predictor of Service Culture, followed by Empathy, which shows a statistically significant negative effect ($\beta = -0.505$, $p < 0.001$). Openness & Compassionate Communication also has a statistically significant positive effect ($\beta = 0.227$, $p = 0.001$).

In contrast, Care for Physical and Psychological Well-Being ($p = 0.161$) and Inclusiveness, Respect & Dignity ($p = 0.093$) are not statistically significant predictors of Service Culture at the 0.05 level.

Based on these findings, the null hypothesis is rejected and the alternative hypothesis is accepted, indicating that love-based leadership has a statistically significant effect on Service Culture from the perspective of public sector employees in Jordan.

Discussion

Beginning with my hypothesis test, I was able to confirm my hypothesis that love leadership has a statistically significant positive effect on service quality in Jordanian public sector organizations. The full regression model was statistically significant, and love leadership explained 31.8% of variance in service quality scores. It is important to note that this effect is substantively meaningful. Service quality is thought to be caused by many different factors in public institutions. Organizational leadership is not typically seen as the only causal factor in strong or weak service quality. Structural differences, procedural efficiencies, technological access, financial resources, and human resources all play a part. Given that love leadership explained almost one-third of the variance in service quality in this study, I find that this is meaningful. Love leadership in this case is not simply some morally idealistic method of leading that has no practical organizational bearing. Instead, it demonstrates that leadership can have a large impact on service quality through its impact on employees.

How might love leadership impact service quality? One interpretation I have is centered on organizations' internal environments. Love leadership may represent a type of leadership that shapes the environment in which public employees work. If employees believe that their leader treats them with honesty, care, concern, moral goodness, dignity, and other facets of love leadership then they may have a better work environment. This could

translate to healthier relationships with coworkers and managers, as well as a stronger sense of what is expected of them and what they can expect from their organization. This leadership style could impact service quality by directly shaping behavior, but also by shaping the context in which service-related behaviors occur.

Why does this matter for public sector service delivery in Jordan? Leaders can mandate, reward, and incentivize certain employee behaviors. But they can also structure the internal environment so that it's easier for employees to do their jobs. The environment where service occurs can and does matter. This study adds to what I hope will become a growing body of research that attempts to understand how relationship-oriented leadership could be used in lieu of authoritarian leadership styles in public sector organizations.

Discussion of Descriptive Results

Both constructs were perceived to occur at moderate levels. The mean for love-based leadership was a 3.56 out of 5. While the mean score for service quality was 2.78 out of 5. This finding is important because it points to two trends. First, it appears that love-based leadership while it does exist in Jordanian public organizations is not completely ingrained into all leaders. Employees are able to perceive and identify some characteristics of love-based leadership in their leaders, but they are not seeing it exhibited strongly.

The second point that comes from this data is that employees do not view service quality as particularly strong, but also not weak. There may be some service-related initiatives that these employees are participating in that provide adequate support, but they are not enough to conceive of the organizational climate as being strongly service-oriented. Combining this fact with the moderation of leader behavior strengthens the idea that improving leadership behavior can help shift service quality to a higher level.

Discussion of the Ranking of Love-Based Leadership Dimensions

When ranking the different dimensions of love leadership, respondents ranked empathy as the highest form of leadership behavior they witnessed, followed by care for employees psychological and physical wellbeing, openness and compassionate communication, showing integrity and acting with moral responsibility, and lastly inclusiveness, respect, and dignity. What can we interpret about public leadership in Jordan based on this information?

Empathy being ranked as the highest observed behavior by leaders gives me further reason to believe that being relationally aware and understanding is simply expected in Jordanian society. Because employees working in organizations where collectivist values or personal relationships are strongly emphasized might be more likely to feel as if their leader understands them on a personal level. What concerns me about the ranking is how low inclusiveness, respect, and dignity ranked. Leaders in Jordan can be personally empathetic and attentive to their employees' needs without institutionalizing those behaviors into the organizational culture or routines.

What I mean by this is that while leaders may show care and concern for individual employees that they interact with on a one-on-one basis. It is much harder to ensure that every employee feels equally cared for, respected, and included in an organization. These results could be demonstrating that leaders in these organizations are personally capable of showing compassion and empathy, but there are fewer systems in place that make ensuring equitable treatment of all employees easier. Employees might experience individual acts of kindness from leaders but not experience the organization as a whole acting in a way that reinforces that behavior on a larger scale.

Discussion of the Ranking of Service Quality Dimensions

Administrative support was ranked as employees' highest observed service quality dimension. Internal communication was ranked the lowest observed service quality dimension while service culture was ranked second to last. Of all of the results in this study, this is the one that I find most telling. Employees believe that there are some things happening at the managerial or administrative level that help them do their jobs, but when it comes to organizational level factors that help employees perform and coordinate their work with service in mind they face difficulties.

Employees feel supported by their supervisors, but not by the organizational system as a whole. When service culture and internal communication are rated as employees perceive them to be, it signals a deeper problem with the organization. Leaders can have strong relationships with their employees and still oversee organizations that have factionalized communication practices, managers who send mixed signals from on high, or weak norms surrounding taking care of citizens.

The thing that I would focus on improving based on these results would be internal communication. Organizational communication is how almost everything in a bureaucracy happens. Employees get direction

from their supervisors through communication, they coordinate with their coworkers via the exchange of information, they provide inputs into organizational decision-making through speaking up, and they learn what good job performance looks like through the communication of organizational expectations. Internal communication being rated as one of the lowest facets of service quality shows that there is probably a serious issue within these organizations related to transparency, information sharing, and organizational responsiveness. Service quality also being rated as employees perceive it to be isn't promising for future organizational improvements. If service quality is not something that is strongly communicated to employees and encoded into the organizational culture on a daily basis, organizations will always struggle to provide consistent service that is not just left up to the efforts of a few employees.

Discussion of the Differential Effects Across Service Quality Dimensions

Love-based leadership explained varying degrees of variance in each of the five dimensions of service quality. From highest to lowest R^2 , the order of the dimensions was: administrative support, procedural clarity, service culture, internal communication, and resource availability. Conceptually and organizationally, this is entirely sensible.

The aspects of service quality most directly determined by leaders' behavior and everyday relational practices will be most affected by leadership. Administrative support and procedural clarity are two areas where leaders' hands are actively and directly involved. Leaders set expectations for their employees, remove obstacles, guide staff members through their work, explain/provide interpretation of procedures, and help employees complete their tasks. It should therefore stand to reason that leadership explained the greatest percentage of variance in these two dimensions.

Resource availability is impacted by both proximate leadership behavior and more distal structural/systemic factors like funding, budgets, institutional policies, and HR capacity. Leaders can encourage resourcefulness, work to distribute resources equitably, and coach employees to make better use of existing resources, but they cannot lead away problems with staffing numbers, budgets too small to meet basic lack of equipment, etc. As such, leadership will have less ability to influence this dimension of service quality.

Similar logic can be applied to internal communication and service culture. Leaders can affect these things, but they are also influenced by other sources of institutional logic like organization infrastructure, institutionalized routines, formal reporting structures, incentive models, and longer-term conditioning of employee behaviors and attitudes.

Procedural Clarity

39.9% of the variance in procedural clarity scores was accounted for by leadership. Leaders don't exactly "create" organizational procedures, but they have a huge impact on how clear those procedures appear to employees. Leaders who behave with transparency, respect, and integrity should help employees understand what is expected of them and decrease role ambiguity. High compassion leaders may also be better at explaining the rules when necessary, allowing for clarification, encouraging questions, and fostering psychologically safe environments where employees won't be afraid to admit that they don't know how to do something without fear of blame or retribution.

This study is concerned with public organizations, which often struggle with excessive complexity and overly-burdensome procedural requirements as serious barriers to service excellence. The figure above suggests that leaders can alleviate those burdens and make it easier for employees to understand and work with those procedures. This isn't done by changing the procedures themselves, of course, but by leading in ways that support employees in their interaction with those procedures.

Resource Availability

Leadership accounted for 17.9% of the variance in resource availability scores. While this was a statistically significant effect, it was not a large one. Conceptually, this makes sense if you think about how leadership relates to service quality. Leaders can influence how employees perceive the availability of adequate/useful resources, but they cannot change budgetary decisions, total staffing levels, and other structural factors that limit what resources will be available to employees doing their jobs.

Administrative Support

As mentioned previously, administrative support was the dimension of service quality most strongly correlated with love-based leadership. The regression model accounted for 64.5% of the variance in administrative support scores. This is a large effect, and indicates some amount of conceptual overlap between leaders' behavior and

employees' perceptions of whether they are supported by their organization's administrative processes. Leaders high in the components of love are caring for and about others, ethically responsible to those they serve, engage in open relationships with employees, and treat others with respect and dignity. All of these behaviors encourage employees to perceive their organization as supportive, including the administrative system within the organization.

This result highlights the very real, practical ways in which love-based leadership can be displayed in public organizations. Love is not just a moral posture or a symbolic gesture towards public employees. Leaders can enact love by behaving in ways that their employees can see, experience, and identify as supportive.

Internal Communication

Leadership explained 18.4% of the variance in internal communication scores. Internal communication was not determined by leaders alone, and organizational leaders are just one part of a much larger communication network. Communication between frontline supervisors and staff can be improved with leadership that prioritizes open, compassionate communication with employees. Leaders set the tone for communication climates and establish institutional norms regarding whether communication is rewarded/punished or simply tolerated in an organization.

Put more plainly, employees who don't feel like they can talk to their organization's leaders about their job will have a hard time viewing that organization as a trustworthy or supportive place to work. Compassionate leaders can have a positive impact on internal communication, but they will also need communication infrastructure, procedures, and protocols that allow employees to communicate with each other as effectively as they communicate with the public.

Service Culture

Leadership accounted for 21.8% of the variance in scores for service culture. Leaders are not the sole determinate of service culture within an organization, but they do play a role in shaping it. Leaders can emphasize certain behaviors and draw attention to certain service-related activities that they want their staff to perform consistently. Service culture is also built over time through institutional mechanisms that wouldn't be changed by modifying leader behavior alone.

Love Components

Across all five regression models, integrity and moral responsibility was the variable that best predicted service quality and its subdimensions. In addition to integrity/moral responsibility, three other components of love emerged as significant predictors of service quality: inclusiveness, respect and dignity, and openness/compassionate communication. Respect/dignity had the largest effect size, but all three love variables were significant predictors in multiple models.

Integrity/Moral Responsibility

Serving the public can be difficult when employees do not trust their leaders to do what is right, fair, and just. Leader integrity and moral responsibility have been shown to increase organizational trustworthiness, institutional legitimacy, and perceptions of organizational justice among employees. When employees rate their leaders highly on measures of integrity, they tend to experience less stress and anxiety about their workplace and greater trust in leadership.

Ensuring that your leaders act with integrity and are morally responsible to both employees and citizens should be a priority. Acts of integrity are not "touchy-feely" interventions that are inconsistent with the traditional values of public administration. Employees can recognize ethics when they see it, and leaders who practice integrity will be rewarded with their employees' trust.

Showing Respect/Dignity and Creating a Sense of Inclusiveness

Employees who feel respected by their organization and included in what happens are going to have better service attitudes. Not only will they be more likely to behave in prosocial ways while at work, but theory suggests they should feel a greater sense of attachment to their organization. When employees feel respected and treated with dignity by their organization, it should fulfill their relational needs and increase organizational identification.

If the goal of public organizations is to improve service quality by changing employee behaviors, showing your employees respect and treating them with dignity should be a top priority. Ensuring that employees have a seat at the table can also help employees feel more inclusive within the organization. Employees who feel respected by, included in, and understood by the organization are going to take that kindness forward in their service delivery.

Interpretation of the Non-Significant Role of Care for Physical and Psychological Well-Being

Interpretation of Negative Coefficients

Possible Explanations

There are three potential explanations for why care for physical and psychological well-being did not emerge as a direct predictor of service quality despite having significant bivariate relationships with several sub dimensions of service quality. First, it may not actually predict service quality. Its relationships with several sub dimensions of service quality could be mediated by job satisfaction, work engagement, lower burnout, psychological safety, organizational trust, and/or commitment. If those variables were added into the model as mediators, then this dimension's effect would probably not be significant.

Second, employees may feel that their leaders care about them on an interpersonal level, but they do not perceive service systems to have improved in terms of communication, resources, procedures, and service culture. Put differently, employees may still feel like there are structural limitations to their work that empathy and concern for their well-being does not address. This seems especially plausible in the context of the public sector, which has many employees but is often associated with structural "rigidity."

Third, care for physical and psychological well-being might be redundant with the other dimensions of love-based leadership. It shares too much common variance with other variables in the model, which weakens its unique statistical contribution to the larger multivariate model.

Interpreting the Repeated Negative Coefficient for Empathy

Possibly the most theoretically interesting "finding" of this study is the fact that empathy had the highest mean rating of any descriptive dimension but also had a statistically significant negative coefficient in the overall model as well as most sub models. Some thoughts about what this might mean are worth sharing. It should not be casually interpreted.

Researchers should not conclude that empathy causes worse service quality. Such a claim would be academically irresponsible, go against the majority of theory/prior research on the topic, and overinterpret the meaning of a regression coefficient.

There are several likely explanations for this phenomenon. The first explanation is methodological: empathy's negative coefficient likely occurs because of suppression or is a multivariate artifact produced by overlap between the independent variables. As shown in the correlation matrix, all dimensions of love-based leadership are correlated moderately to highly with each other. Further, while the VIF scores do not reach the generally accepted threshold for problematic levels of multicollinearity, they are elevated across the board. This means that coefficient instability is possible in this multiple regression model. When coefficient instability occurs, it is not uncommon for variables to "swap signs" and show up with a negative regression weight despite having a positive relationship with the dependent variable. This happens with suppressor effects when the regression model attempts to "partition out" overlap among several relatively conceptually similar variables. Therefore, empathy's negative coefficient may not actually reflect its true relationship with service quality.

The second explanation is theoretical rather than statistical. Empathy might not help improve service quality unless it is paired with more responsible, decisive forms of leadership that help employees clarify their roles and procedures while also holding them accountable for service performance. When citizens receive services from the government, they do not simply care about feeling understood on an emotional level. They also care about receiving their services quickly, accurately, transparently, and with as little administrative nonsense as possible. Leaders who prioritize emotional support without also emphasizing administrative efficiency may therefore see their employees not improving service processes.

The third explanation pertains to measurement. When reading the empathy items, respondents may have interpreted them as surrogate indicators for emotional attentiveness rather than operational effectiveness.

The fourth explanation is contextual. Public sector employees probably face overwhelming caseloads, complex administrative rules, politically-charged service problems, demanding citizens, and numerous other stressors that make empathy alone an insufficient condition for facilitating smooth service delivery. Therefore, employees may perceive that their leaders can only be practically helpful to them not through empathy, but through ensuring adequate levels of integrity, respectful treatment, and clarity about their role and procedures. In other words, empathy may have weaker effects on service quality because its effect is dependent on (or interacts with) high levels of the other dimensions.

The likeliest explanation is some combination of the explanations above. However, the explanation that can

defend itself against the others the best is that empathy's negative coefficient should be understood as a suppressor effect/statistical artifact rather than empirical evidence that empathy is counterproductive to service quality. Empathy's negative coefficient most likely represents either suppression due to overlap with other similar dimensions of love-based leadership or the fact that empathy cannot independently improve service outcomes without being paired with other characteristics such as moral responsibility, respect, openness, and clarity about one's administrative role.

Comparison with Prior Research

For the most part, the results of this study support and are consistent with the literature summarized above. There are two major findings that help this study make an empirical contribution to the existing literature, but before reviewing those, it is useful to highlight several ways in which this study confirms and aligns with past research.

First, the fact that love-based leadership has a positive significant effect on service quality provides some support for previous literature suggesting that compassionate leadership, servant leadership, relational leadership theory, humane leadership, and human-centered leadership positively affects employee outcomes and organizational effectiveness.

Second, integrity and moral responsibility being the strongest predictor suggests that conceptualizations of love-based leadership that define it not simply as an emotion or form of sentimentality but instead as an ethical and behavioral orientation rooted in philosophical concepts such as agape, care, justice, dignity, and responsibility toward others were correct.

Third, the strong effect on administrative support and procedural clarity supports prior literature arguing that leadership affects service quality through mechanisms that are internal to public organizations. Previous studies proposed and found empirical support for the idea that leaders affect service quality by providing support, trust, well-being, work engagement, and psychological safety for their employees. This study supports and extends that literature by showing empirical evidence that—at least in the Jordanian public sector—the mechanism by which leadership affects service quality has a lot to do with the extent to which employees perceive service to be enabled by strong internal conditions.

Fourth, this study is consistent with prior research on service quality which argues that service performance is affected not just by service outcomes that citizens experience directly but also by internal organizational conditions over which leaders have some degree of control, such as internal communication, support, resources, and service culture. Put differently, this study speaks directly to “internal service quality” perspectives by empirically demonstrating a relationship between the way employees perceive leadership and the way employees perceive organizational service enabling conditions.

Where the current study diverges from previous research—and thus where it makes an empirical contribution to our understanding of love-based leadership and its effect on service quality—are in two areas.

First, care for physical and psychological well-being was not a statistically significant predictor of service quality. While this may seem to contradict previous research which has consistently linked facets of compassionate leadership to employee psychological well-being and performance outcomes, the contradiction is arguably spurious since most, if not all, of that previous research modeled well-being as a mediator.

Second, empathy loaded negatively in each model that it was included in. To my knowledge, this is theoretically and empirically contrary to what the vast majority of literature on compassionate leadership, servant leadership, etc. would predict to find. However, this outlier finding does not necessarily mean that past research was wrong. Instead, this study can help refine and improve past theoretical and empirical work by suggesting that (a) empathy is not a simple direct predictor of service quality when other statistically controlling for several interpersonally-themed dimensions of ethical leadership, and (b) empathy cannot consistently improve service outcomes by itself unless it is combined with other factors such as moral responsibility, respect, openness, and clarity about one's administrative role.

4. Recommendations

Several recommendations can be drawn from this study. Specifically, public sector institutions, policymakers, and leadership training programs may want to consider the following:

- Integrating love-based leadership into public leadership training programs in Jordan. Leadership trainings should emphasize all dimensions with strong and consistent effects: integrity and moral responsibility, inclusiveness, respect and dignity, and openness in communication.

- Encouraging public sector leaders to put ethical and behavioral theory into day-to-day behavioral practice. When teaching leaders about humane and relational forms of leadership, training programs should focus not just on theory but also on what it means to “walk the walk” of humane leadership in the public sector on a day-to-day basis. Behavioral examples may include caring for employees through fairness, procedural clarification, respectfully treating employees, providing responsive support, and engaging in constructive communication.
 - Motivating public sector institutions to change their cultures to be more human-centered and relational rather than hierarchical and control-oriented. Human dignity and ethical responsibility should be viewed as just as important to public leadership than enforcing accountability and administrative control.
 - Work to increase perceptions of administrative support and improve communication while also clarifying procedures internally. Employees gave the lowest average rating to communication, which suggests that employees may be unsure about where to go for resources or who to ask about certain work-related problems. There are several reforms that could potentially improve communication such as improving communication infrastructure and protocols within public organizations, making interdepartmental coordination more explicit, and increasing adoption of integrative IT systems that simplify communication and increase employee accessibility to supervisors.
 - Incentivizing service culture using performance indicators, rewards, supervisory communication, and internal messaging. Ideas about what constitutes good service should be constructed socially at all levels of the institution to create an organization-wide sense that providing responsive, citizen-centered services is not just something some employees care about, but is the core mission that all employees are charged with upholding.
 - Place additional emphasis on policies and managerial practices that make employees feel included, respected, and treated with dignity since respect and dignity was one of the lowest descriptive ratings despite being significant analytically. Public sector institutions should enact policies and modeling behaviors that make all employees feel like they will be treated respectfully and equitably by supervisors regardless of their position/title within the organization.
 - Train leaders to practice empathy in moderation and pair emotional support with responsible and structured forms of leadership. Empathy had significant and positive relationships with all sub dimensions of service quality but did not emerge as a significant direct predictor in the overall model. While the reasons for this should not be simplistically interpreted, this pattern of results does suggest that empathy matters but mostly when bundled together with other forms of principled leadership. Public leaders should therefore be trained not to focus on empathy and emotional support alone, but to understand how empathy fits into the larger picture of ethical leadership that includes moral responsibility, clarity about one’s administrative role, procedural discipline, and accountability for one’s service performance.
 - Pair leadership development efforts with complementary reforms aimed at staffing, infrastructure development, budgeting, and purchasing/adopting better digital systems. Leadership does not strongly predict resource availability, which suggests that improvements to leadership should be paired with improvements to institutional factors that are less dependent on leadership influence.
- Periodically measure how employees perceive service quality in order to better understand the administrative conditions that enable (or hinder) service delivery. Employees know about many antecedents of service quality that citizens do not perceive when they receive services. As such, citizens should be asked regularly about their perceptions of service so that administrators can better understand how to improve.
- Reconsider how empathy is defined and measured in future studies. Since empathy loaded negatively in every model where it was entered, future scale-development efforts and institutional assessment should seek to conceptualize and measure empathy in ways that accurately captures how empathy can be expressed effectively in a public service context.

5. Conclusion

Overall, this study found that love-based leadership leads to service quality among Jordanian public sector employees. Leaders who scored higher on average on dimensions of love-based leadership were associated with employees perceiving higher levels of service enabling conditions in their workplace. This was in turn associated with employees providing higher ratings of service quality.

Love-based leadership could also likely be improved in Jordan’s public sector. The mean rating for love-based leadership was slightly above the midpoint of the scale which suggests that elements of humane and relational

leadership do exist in Jordan's public organizations but have yet to be embraced forcefully enough to become the norm. The same can be said for service quality in Jordan. As such, while love-based leadership and service quality are neither exceptionally low nor excellent, there is still room for both to improve while also recognizing the improvements that have already been made.

Love-based leadership also appears to be more predictive of some dimensions of service quality over others. Consistent with hypotheses, its strongest effects were on dimensions of service quality most likely to be directly affected by organizational leaders: administrative support and procedural clarity. It was also significant but weaker for resources, communication, and service culture. Since four out of the five dimensions of service quality were directly or indirectly within administrators' control to some degree, this may explain why they were all significant predictors of love-based leadership. The attenuated relationship with resources supports previous comments made about how leadership alone cannot improve resource availability.

Lastly, this study showed that some dimensions of love-based leadership are likely more important than others when it comes to improving service quality in Jordan's public sector. Integrity and moral responsibility were the only dimension to emerge as a significant predictor in every sub model. Since many of the other variables loaded negatively in at least one sub model or another, this possibly suggests that what matters most about love-based leadership in public organizations are the ethical and organizational aspects of love-based leadership and not the emotional aspects. Once again, the reasons for empathy's repeated negative loading should not be simplistically interpreted. However, that finding does suggest that empathy and the other affective-oriented dimensions of this leadership construct need to be more carefully theorized about and modeled, especially when entered into the same regression model with other related constructs.

6. Directions for Future Research

The limitations discussed above lead to many directions for future research.

First, future studies should include mediator variables such as job satisfaction, work engagement, psychological safety, organizational trust, burnout, organizational commitment, etc. to better understand the mechanism of how love-based leadership leads to better service quality.

Second, future research should include moderator variables such as type of public institution, administrative level, job type, years of experience, gender, age, service provided, etc. to determine if love-based leadership has a greater impact on some public institutions and populations over others.

Third, future research should retest these relationships using structural equation modeling which allows for better testing of multidimensional variables and indirect effects and may account for the negative coefficient displayed twice for empathy.

Fourth, future research could compare the impact of love-based leadership on employees in private organizations and public organizations or public institutions that provide services to citizens versus those that work indirectly.

Fifth, longitudinal studies should be conducted to analyze the effects of love-based leadership over time to see if the relationships strengthen as change in culture occurs.

Sixth, future survey research should incorporate interviews or focus groups to better understand what employees in Jordan think about when answering survey questions about empathy, treating others with dignity, respect, and inclusion, and moral responsible leadership.

Seventh, future studies should develop a measure of love-based leadership in Arabic that is culturally grounded in Jordanian and Arab culture to better serve as a tool for researchers in these regions, starting with the empathy dimension.

Eight, future research should interview the customers those public employees provide services to in order to see if they view the work environment similarly to employees.

Lastly, future research should delve deeper into the relationship between love-based leadership and digitalization of public services offered, especially considering Jordan is undergoing administrative reforms and digitization. Other Arab or Middle Eastern countries should conduct this study to determine if the findings can be generalized.

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Table 1. Cronbach's Alpha Coefficients for Study Variables

N	domain	Cronbach alpha
Independent variables	Empathy	0.70
	Openness & Compassionate Communications	0.77
	Care for Physical and Psychological Well-Being	0.70
	Inclusiveness, Respect & Dignity	0.82
	Integrity & Moral Responsibility	0.75
	love-based leadership	0.93
Dependent variables	Procedural Clarity	0.71
	Resource Availability	0.87
	Administrative Support	0.78
	Internal Communication	0.85
	Service Culture	0.81
	service quality	0.94

Table (2). Skewness and Kurtosis Values for Study Variables

Variables	Skewness	Kurtosis
Empathy	-.449	.563
Openness & Compassionate Communications	-.501	.508
Care for Physical and Psychological Well-Being	-.321	-.016
Inclusiveness, Respect & Dignity	-.537	.113
Integrity & Moral Responsibility	-.558	.490
love-based leadership	-.516	.339
Procedural Clarity	.461	.052
Resource Availability	.537	-.379
Administrative Support	.009	-.120
Internal Communication	.745	-.088
Service Culture	.481	-.386
service quality	.712	-.183

Table (3) Variance Inflation Factor and Tolerance

	Tolerance	VIF
Empathy	.264	3.790
Openness & Compassionate Communications	.202	4.959
Care for Physical and Psychological Well-Being	.384	2.602
Inclusiveness, Respect & Dignity	.256	3.900
Integrity & Moral Responsibility	.432	2.313

Table (4) Correlations Matrix of Independent Dimensions

	Empathy	Openness & Compassionate Communications	Care for Physical and Psychological Well-Being	Inclusiveness, Respect & Dignity	Integrity & Moral Responsibility
Empathy	1				
Openness & Compassionate Communications	.738**	1			
Care for Physical and Psychological Well-Being	.718**	.764**	1		
Inclusiveness, Respect & Dignity	.731**	.793**	.686**	1	
Integrity & Moral Responsibility	.625**	.594**	.545**	.738**	1

Table (5) Means and standard deviations of the love-based leadership, ranked in a descending order

Rank	N	Domain	Mean	Std. Deviation	Level
1	1	Empathy	3.63	0.67	moderate
2	3	Care for Physical and Psychological Well-Being	3.62	0.64	moderate
3	2	Openness & Compassionate Communications	3.59	0.71	moderate
4	5	Integrity & Moral Responsibility	3.56	0.68	moderate
5	4	Inclusiveness, Respect & Dignity	3.41	0.81	moderate
		Love-based leadership	3.56	0.61	moderate

Table (6) Means and standard deviations of the service quality, ranked in a descending order

Rank	N	Domain	Mean	Std. Deviation	Level
1	3	Administrative Support	3.17	0.72	moderate
2	1	Procedural Clarity	2.89	0.74	moderate
3	2	Resource Availability	2.68	0.93	moderate
4	5	Service Culture	2.59	0.87	moderate
5	4	Internal Communication	2.58	0.96	moderate
		service quality	2.78	0.75	moderate

Table (7) Multiple Linear Regression Analysis of the Effect of Love-Based Leadership on Service Quality

Dependent variable	Model Summery		ANOVA			Coefficient					
	R	R ²	F	F Sig	DF	Dimension	B	Std. Error	Beta	t	Sig.
service quality	.564	.318	79.331*	0.000	5	(Constant)	1.119	.141		7.910*	.000
					851	Empathy	-.419	.062	-.374	-6.789*	.000
					856	Openness & Compassionate Communications	.185	.067	.175	2.770*	.006
						Care for Physical and Psychological Well-Being	-.045	.054	-.038	-.834	.405
						Inclusiveness, Respect & Dignity	.261	.052	.280	5.015*	.000
						Integrity & Moral Responsibility	.504	.048	.454	10.545*	.000

Table (8) Multiple Linear Regression Analysis of the Effect of Love-Based Leadership on Procedural Clarity

Dependent variable	Model Summery		ANOVA			Coefficient					
	R	R ²	F	F Sig	DF	Dimension	B	Std. Error	Beta	t	Sig.
Procedural Clarity	.634	.402	114.309*	0.000	5	(Constant)	1.435	.131		10.951*	.000
					851	Empathy	-.445	.057	-.402	-7.791*	.000
					856	Openness & Compassionate Communications	.026	.062	.025	.421	.674
						Care for Physical and Psychological Well-Being	-.017	.050	-.014	-.333	.739
						Inclusiveness, Respect & Dignity	.625	.048	.679	12.973*	.000
						Integrity & Moral Responsibility	.255	.044	.232	5.751*	.000

Table (9) Multiple Linear Regression Analysis of the Effect of Love-Based Leadership on Resource Availability

Dependent variable	Model Summery		ANOVA			Coefficient					
	R	R ²	F	F Sig	DF	Dimension	B	Std. Error	Beta	t	Sig.
Resource Availability	.423	.179	37.182*	0.000	5	(Constant)	1.347	.192		7.001*	.000
					851	Empathy	-.402	.084	-.290	-4.789*	.000
					856	Openness & Compassionate Communications	.152	.091	.116	1.681	.093
						Care for Physical and Psychological Well-Being	-.093	.073	-.063	-1.266	.206
						Inclusiveness, Respect & Dignity	.029	.071	.025	.408	.683
						Integrity & Moral Responsibility	.697	.065	.506	10.722*	.000

Table (10) Multiple Linear Regression Analysis of the Effect of Love-Based Leadership on Administrative Support

Dependent variable	Model Summery		ANOVA			Coefficient					
	R	R ²	F	F Sig	DF	Dimension	B	Std. Error	Beta	t	Sig.
Administrative Support	.803	.645	308.911*	0.000	5	(Constant)	.282	.098		2.885*	.004
					851	Empathy	-.127	.043	-.118	-2.970*	.003
					856	Openness & Compassionate Communications	.208	.046	.205	4.509*	.000
						Care for Physical and Psychological Well-Being	.001	.037	.001	.036	.971
						Inclusiveness, Respect & Dignity	.405	.036	.455	11.288*	.000
						Integrity & Moral Responsibility	.342	.033	.322	10.363*	.000

Table (11) Multiple Linear Regression Analysis of the Effect of Love-Based Leadership on Internal Communication

Dependent variable	Model Summery		ANOVA			Coefficient					
	R	R ²	F	F Sig	DF	Dimension	B	Std. Error	Beta	t	Sig.
Internal Communication	.429	.184	38.350*	*0.000	5	(Constant)	.913	.198		4.608*	.000
					851	Empathy	-.464	.086	-.324	-5.367*	.000
					856	Openness & Compassionate Communications	.258	.093	.191	2.768*	.006
						Care for Physical and Psychological Well-Being	-.022	.076	-.015	-.297	.766
						Inclusiveness, Respect & Dignity	.136	.073	.114	1.864	.063
						Integrity & Moral Responsibility	.573	.067	.403	8.563*	.000

Table (12) Multiple Linear Regression Analysis of the Effect of Love-Based Leadership on Service Culture

Dependent variable	Model Summery		ANOVA			Coefficient					
	R	R ²	F	F Sig	DF	Dimension	B	Std. Error	Beta	t	Sig.
Service Culture	.467	.218	47.403*	0.000	5	(Constant)	1.616	.176		9.184*	.000
					851	Empathy	-.656	.077	-.505	-8.551*	.000
					856	Openness & Compassionate Communications	.278	.083	.227	3.359*	.001
						Care for Physical and Psychological Well-Being	-.094	.067	-.069	-1.403	.161
						Inclusiveness, Respect & Dignity	.109	.065	.101	1.680	.093
						Integrity & Moral Responsibility	.652	.059	.506	10.974*	.000