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## The Impact of Transformational Leadership Style and Motivation from Within on The Quality of Public Services Through Organizational Commitment in The Social Services Department of West Tanjung Jabung District

Idris<sup>1</sup>, M. Zahari<sup>2</sup>, Ali Akbar<sup>3</sup>.

<sup>1</sup>Batanghari University, Jambi, Indonesia, idrismuhammad787@gmail.com.

<sup>2</sup>Batanghari University, Jambi, Indonesia, m.zaharims@gmail.com.

<sup>3</sup>Batanghari University, Jambi, Indonesia, aliakbar060873@gmail.com.

Corresponding Author: idrismuhammad787@gmail.com<sup>1</sup>

**Abstract:** Public service quality, organizational commitment, intrinsic motivation, and transformational leadership style are all intended to be described in this study. Additionally, it seeks to ascertain and examine how Motivation from within and transformational leadership style impact the caliber of public service via organizational commitment. This study was carried out in Indonesia's Jambi Province at the West Tanjung Jabung Regency's Social Services Office. In this investigation, both primary and secondary data were employed. There were 100 responders in the sample. Sampling was done using proportional stratified random sampling. Descriptive and quantitative analysis were the methods employed for analysis. A partial least squares (PLS) method combined with path analysis was employed in the quantitative study. Software called SmartPLS 3.0 used to help process the data. According to the descriptive study, the transformational leadership style has been applied rather successfully. Staff members have been highly motivated by intrinsic motivation. At the same time, organizational dedication is rated as strong. Public service quality is likewise classified as good. According to the verification analysis's findings, organizational commitment and the caliber of public services are positively and significantly impacted by transformational leadership and intrinsic motivation. Increased organizational commitment has an impact on the quality of public services, and improvements in transformational leadership styles and Motivation from within help to support this. Additionally, it has been demonstrated that a key mediating element between the impact of leadership style and intrinsic drive on the quality of public service is organizational commitment. These findings highlight how crucial transformative leadership and employee Motivation from within are to fostering dedication and enhancing public services.

**Keyword:** Transformational Leadership Style, Intrinsic Motivation, Organizational Commitment, Public Service Quality.

## INTRODUCTION

Bureaucratic reform is a major challenge facing various organizations in the era of globalization and information. This is due to the limited ability of skilled organizational leaders to carry out management functions that can become reliable leaders in managing organizational resources in an effort to achieve quality public services.

Public service management is a systematic approach to managing, organizing, and improving services provided by governments or public institutions to the public. It involves the use of modern management principles to ensure that these services are impactful, efficient, responsive, and accountable. In carrying out their functions, government agencies play a crucial role in improving the quality of public service.

Fundamentally, the quality of public service is directed at agency employees who are professional in serving the public. Therefore, service quality refers to the principle of a leader managing their subordinates to ensure their performance is carried out impactively and can be considered impactful in serving the public, as well as the creation of good governance in a country. This condition requires the creation of a conducive work climate that provides comfort for all parties, thus achieving quality work results.

The most reliable indicator of leadership outcomes, including subordinates' increased effort in developing their leadership abilities, is transformational leadership, which is a critical component of impactful leadership (Bass, 2011). It is anticipated that the leadership style exhibited by a transformational leader would motivate followers to strive for the best possible outcomes. This leadership paradigm is starting to be taken into consideration because of how well it handles organizational change.

Through the projection of an ideal vision and the communication of that vision, a transformational leadership style may encourage people to view the future with hope and make it a reality. According to Nawawi (2010), transformational leadership is a leadership style that may improve followers' values, attitudes, and objectives by inspiring, motivating, and promoting creativity and innovation to bring about constructive change inside the company.

The influence a leader has on their followers is a good indicator of their transformative level, according to Bass (2011). Respect, loyalty, trust, and adoration from subordinates are all seen outcomes of transformative leadership. Additionally, they are inspired to go above their initial expectations. By developing followers who are dedicated to accomplishing common objectives, leaders using a transformational leadership style can enhance both individual and collective performance.

Since Motivation from within is ingrained in people directly, it is the most potent form of motivation. Motivation from within makes workers more conscious of their tasks and obligations and encourages them to do them efficiently. When awareness leads to positive work outcomes, employees will perform impactively and understand that they can satisfy their requirements by doing so (Prahiawan et al., 2014). According to a number of research by Talle (2016), Motivation from within significantly affects the caliber of public services. The majority of research shows that Motivation from within significantly affects the caliber of public services.

Employees that are truly committed to the company they work for are more motivated to put up their best effort in order to accomplish the business's objectives. Thus, employees that have a strong organizational commitment are essential since they will impact the growth of the company and enhance employee performance due to their passion for it. Robbins and Judge (2017) define employee organizational commitment as the condition in which a worker is highly motivated to continue being a part of the company. Organizational commitment is defined as the degree of personal connection with the company and dedication to accomplishing its objectives, according to Kreitner & Kinicki (2014).

One government organization that is essential to the administration and coordination of the area's numerous social welfare initiatives is the West Tanjung Jabung Regency Social

Services Agency. Implementing different social protection programs, including social assistance for those in need, including the impoverished, orphans, those with disabilities, and others, falls under the purview of this institution.

According to research (Candra, 2019; Rahmat & Ardiansyah, 2022), organizational dedication has a major impact on the caliber of public services. The quality of public services is greatly impacted by organizational commitment, intrinsic drive, and transformational leadership style, according to the findings of earlier studies.

Despite the fact that numerous prior studies have demonstrated that transformational leadership significantly and favorably affects employee organizational commitment (Triyani & Hatta, 2022) and the quality of public services (Ruffiah & Muhsin, 2019; Alamsyah et al., 2024), as well as that organizational commitment influences service quality (Rahmat & Ardiansyah, 2022), research on the function of work motivation as a variable that bridges the relationship between transformational leadership and organizational commitment is still lacking. In order to close this gap in the research, this study examines how work motivation might enhance transformational leadership's impact on organizational commitment, which in turn affects the enhancement of public service quality.

The purpose of the study is to define and characterize public service quality, organizational commitment, intrinsic motivation, and transformational leadership style. The impact of transformative leadership on organizational commitment is examined. It examines how Motivation from within affects organizational commitment. It examines how public service quality is affected by transformative leadership. It examines how Motivation from within affects public service quality. It examines how organizational commitment affects public service quality. It examines how organizational commitment and transformative leadership impact public service quality. It examines how organizational commitment at the West Tanjung Jabung Regency Social Service Office affects public service quality through intrinsic motivation.

## **METHOD**

The Social Service Office of West Tanjung Jabung Regency, Jambi Province, Indonesia, is where this study was carried out. This study included both primary and secondary data. According to Sugiyono in Sudirman et al. (2020), secondary data is information that has been published, used by the organization, or documented, whereas primary data is information that the researcher has directly gathered from primary sources. This study employed organizational commitment (Y) as a mediating variable, public service quality (Z) as a dependent (endogenous) variable, and transformational leadership style (X1) and Motivation from within (X2) as independent (exogenous) factors.

The West Tanjung Jabung Regency Social Service's 31,690 clients made up the study's population. Arikunto (2012) states that if there are less than 100 individuals in the population, the whole sample is obtained. It is possible to take 10–15% or 20–25% of the population if there are more than 100 persons. Using the Slovin technique with a 10% tolerance, the sample size was established since the population in this study consisted of more than 100 respondents, yielding a sample of 100 respondents. Proportional stratified random sampling was the method utilized for sampling. Both quantitative and descriptive analysis were used in this study's analytical process. The Partial Least Squares (PLS) method in conjunction with Path study was employed in the quantitative study. Software known as SmartPLS 3.0 aids with data processing.

## **RESULTS AND DISCUSSION**

### **Descriptive Research Variables.**

Respondents' responses to each indicator variable under study were examined using descriptive analysis of the research data. The following table displays the findings of surveys

given to 100 respondents about the democratic leadership style, motivation, competency, and caliber of public services provided by the West Tanjung Jabung Regency Social Service:.

**Table 1. Results of Descriptive Analysis Per Variable**

| No | Variable  | Item | Total Score | Range Scale | Category  |
|----|---|------|-------------|-------------|-----------|
| 1  | Transformational Leadership Style (X <sub>1</sub> ) | 8    | 3367        | 3360 – 4000 | Very Good |
| 2  | Motivation from within (X <sub>2</sub> )            | 10   | 4243        | 4200 – 5000 | Very High |
| 3  | Organizational Commitment (Y)                       | 6    | 2518        | 2040 – 2519 | High      |
| 4  | Public Service Quality (Z)                          | 12   | 4990        | 4080 – 5039 | Good      |

Source: Primary Data, Processed, 2025

Every employee has a favorable opinion of the following factors, according to the study's findings: organizational commitment, intrinsic motivation, transformational leadership style, and public service quality. The total score for each variable: transformational leadership style was 3367, categorized as very good; Motivation from within was 4243, categorized as very high; organizational commitment was 2518, categorized as high; and the public service quality variable was 4990, categorized as good.

**Measurement Model Test (Outer Model)**

**Convergent Validity Testing**

A form of validity known as convergent validity testing is used to assess how well a measuring tool or instrument captures the same construct. Convergent validity is crucial in statistics and data analysis, especially in latent variable-based models like Partial Least Squares (PLS), to make sure that the indicators or items included in the model accurately represent the same construct.

**Loading Factor**

The loading factor is a crucial element in evaluating a measurement model. A high factor loading value indicates that the indicator impactively measures the latent construct, while a lower value indicates potential problems in the model. Proper use and interpretation of factor loadings helps ensure the validity and reliability of the measurement instrument or model being developed. For more details, see the following table:

**Table 2. Outer Loadings**

| Item | Transformational Leadership Style (X <sub>1</sub> ) | Motivation from within (X <sub>2</sub> ) | Organizational Commitment (Y) | Public Service Quality (Z) |
|------|---|--|-------------------------------|----------------------------|
| X1.1 | 0,893   |  |                               |                            |
| X1.2 | 0,891   |  |                               |                            |
| X1.3 | 0,828   |  |                               |                            |
| X1.4 | 0,840   |  |                               |                            |
| X1.5 | 0,810   |  |                               |                            |
| X1.6 | 0,812   |  |                               |                            |
| X1.7 | 0,818   |  |                               |                            |
| X1.8 | 0,837   |  |                               |                            |
| X2.1 |   | 0,860                                    |                               |                            |
| X2.2 |   | 0,794                                    |                               |                            |
| X2.3 |   | 0,825                                    |                               |                            |
| X2.4 |   | 0,836                                    |                               |                            |
| X2.5 |   | 0,868                                    |                               |                            |
| X2.6 |   | 0,878                                    |                               |                            |
| X2.7 |   | 0,830                                    |                               |                            |

| Item  | Transformational Leadership Style (X <sub>1</sub> ) | Motivation from within (X <sub>2</sub> ) | Organizational Commitment (Y) | Public Service Quality (Z) |
|-------|---|--|-------------------------------|----------------------------|
| X2.8  |   | 0,843                                    |                               |                            |
| X2.9  |   | 0,863                                    |                               |                            |
| X2.10 |   | 0,881                                    |                               |                            |
| Y.1   |   |  | 0,864                         |                            |
| Y.2   |   |  | 0,896                         |                            |
| Y.3   |   |  | 0,861                         |                            |
| Y.4   |   |  | 0,849                         |                            |
| Y.5   |   |  | 0,841                         |                            |
| Y.6   |   |  | 0,842                         |                            |
| Z.1   |   |  |                               | 0,834                      |
| Z.2   |   |  |                               | 0,859                      |
| Z.3   |   |  |                               | 0,829                      |
| Z.4   |   |  |                               | 0,811                      |
| Z.5   |   |  |                               | 0,828                      |
| Z.6   |   |  |                               | 0,805                      |
| Z.7   |   |  |                               | 0,847                      |
| Z.8   |   |  |                               | 0,792                      |
| Z.9   |   |  |                               | 0,860                      |
| Z.10  |   |  |                               | 0,875                      |
| Z.11  |   |  |                               | 0,870                      |
| Z.12  |   |  |                               | 0,883                      |

Source: Data Processing Using Smart PLS Version 3.0 (2025)

Indicators for each study variable, including organizational commitment (Y), public service quality (Z), Motivation from within (X<sub>2</sub>), and transformational leadership style (X<sub>1</sub>), all exhibit loading values over 0,70, according to Table 2's outer loading data. This indicates that each indicator has excellent convergent validity and is suitable for use as a representative of its construct.

**Average Variance Extracted (AVE)**

The purpose of AVE is to guarantee that the model's indicators fairly represent the latent construct being assessed and are not substantially impacted by extraneous factors. When the AVE score exceeds 0,5, it indicates that the latent construct has sufficient convergent validity and that the model's indicators accurately represent the construct being assessed. They are the following AVE values:

**Table 3. Average Variance Extracted Values**

| Variable  | AVE Value | Description |
|---|-----------|-------------|
| Transformational Leadership Style (X <sub>1</sub> ) | 0,708     | Legitimate  |
| Motivation from within (X <sub>2</sub> )            | 0,719     | Legitimate  |
| Organizational Commitment (Y)                       | 0,738     | Legitimate  |
| Public Service Quality (Z)                          | 0,708     | Legitimate  |

Source: Data processing with Smart PLS Version 3.0 (2025)

For every variable in the model, the AVE values are displayed in Table 3. AVE values are higher than the 0,50 minimum requirement for all variables. These high AVE values show that all of the model's constructs satisfy the requirements for convergent validity.

**Discriminant Validity Test**

Cross-loading values are used in the discriminant validity test to make sure that each notion in each latent variable is unique from the others. If the cross-loading value of an indicator is higher than 0,7, it is said to have discriminant validity. The discriminant validity test yielded the following results:

**Table 4. Cross-Loading**

| Item  | Transformational Leadership Style (X <sub>1</sub> ) | Motivation from within (X <sub>2</sub> ) | Organizational Commitment (Y) | Public Service Quality (Z) |
|-------|---|--|-------------------------------|----------------------------|
| X1.1  | 0,893   | 0,864                                    | 0,870                         | 0,867                      |
| X1.2  | 0,891   | 0,853                                    | 0,867                         | 0,863                      |
| X1.3  | 0,828   | 0,782                                    | 0,764                         | 0,806                      |
| X1.4  | 0,840   | 0,825                                    | 0,799                         | 0,814                      |
| X1.5  | 0,810   | 0,790                                    | 0,751                         | 0,812                      |
| X1.6  | 0,812   | 0,787                                    | 0,776                         | 0,801                      |
| X1.7  | 0,818   | 0,806                                    | 0,816                         | 0,827                      |
| X1.8  | 0,837   | 0,781                                    | 0,779                         | 0,789                      |
| X2.1  | 0,799   | 0,860                                    | 0,806                         | 0,834                      |
| X2.2  | 0,817   | 0,794                                    | 0,774                         | 0,788                      |
| X2.3  | 0,778   | 0,825                                    | 0,784                         | 0,798                      |
| X2.4  | 0,837   | 0,836                                    | 0,808                         | 0,828                      |
| X2.5  | 0,830   | 0,868                                    | 0,824                         | 0,836                      |
| X2.6  | 0,825   | 0,878                                    | 0,827                         | 0,839                      |
| X2.7  | 0,804   | 0,830                                    | 0,793                         | 0,793                      |
| X2.8  | 0,832   | 0,843                                    | 0,810                         | 0,819                      |
| X2.9  | 0,811   | 0,863                                    | 0,805                         | 0,808                      |
| X2.10 | 0,847   | 0,881                                    | 0,864                         | 0,861                      |
| Y.1   | 0,852   | 0,850                                    | 0,864                         | 0,835                      |
| Y.2   | 0,831   | 0,836                                    | 0,896                         | 0,851                      |
| Y.3   | 0,824   | 0,816                                    | 0,861                         | 0,857                      |
| Y.4   | 0,809   | 0,819                                    | 0,849                         | 0,818                      |
| Y.5   | 0,802   | 0,808                                    | 0,841                         | 0,834                      |
| Y.6   | 0,803   | 0,791                                    | 0,842                         | 0,807                      |
| Z.1   | 0,801   | 0,793                                    | 0,802                         | 0,834                      |
| Z.2   | 0,840   | 0,811                                    | 0,817                         | 0,859                      |
| Z.3   | 0,806   | 0,825                                    | 0,838                         | 0,829                      |
| Z.4   | 0,784   | 0,776                                    | 0,799                         | 0,811                      |
| Z.5   | 0,808   | 0,791                                    | 0,774                         | 0,828                      |
| Z.6   | 0,807   | 0,793                                    | 0,765                         | 0,805                      |
| Z.7   | 0,811   | 0,811                                    | 0,816                         | 0,847                      |
| Z.8   | 0,784   | 0,768                                    | 0,744                         | 0,792                      |
| Z.9   | 0,814   | 0,811                                    | 0,831                         | 0,860                      |
| Z.10  | 0,881   | 0,864                                    | 0,865                         | 0,875                      |
| Z.11  | 0,865   | 0,862                                    | 0,883                         | 0,870                      |
| Z.12  | 0,866   | 0,862                                    | 0,861                         | 0,883                      |

Source: Data processing using Smart PLS Version 3.0 (2025)

All of the indicators in the research variables have cross-loading values larger than 0–7, as shown in Table 4. Given that all of the indicators in this study had cross-loading values larger

than 0.7, these findings suggest that the indicators included in the variable construction have strong discriminant validity.

**Reliability Test**

To ascertain the degree of trustworthiness of a measuring tool, a composite reliability test is performed. Any variable whose loading values are more than 0.70 is regarded as dependable. The following table displays the Cronbach's Alpha and composite reliability values for each variable:

**Table 5. Composite Reliability and Cronbach's Alpha**

| Variable  | Composite Reliability | Description | Cronbach Alpha | Description |
|---|-----------------------|-------------|----------------|-------------|
| Transformational Leadership Style (X <sub>1</sub> ) | 0,951                 | Trustworthy | 0,941          | Trustworthy |
| Motivation from within (X <sub>2</sub> )            | 0,962                 | Trustworthy | 0,957          | Trustworthy |
| Organizational Commitment (Y)                       | 0,944                 | Trustworthy | 0,929          | Trustworthy |
| Public Service Quality (Z)                          | 0,967                 | Trustworthy | 0,962          | Trustworthy |

Source: Data processing using Smart PLS Version 3.0 (2025)

Transformational Leadership Style (X<sub>1</sub>), Motivation from within (X<sub>2</sub>), Organizational Commitment (Y), and Public Service Quality (Z) are the four variables in Table 5 with Composite Reliability and Cronbach's Alpha values over 0.70. These findings suggest that every measuring tool used in this investigation has been shown to be dependable in terms of indication stability and internal consistency. This implies that every variable may be regarded as trustworthy and dependable, and the study data can be utilized to generate the most impactful research.

**Structural Model Test (Inner Model)**

**R-Square**

According to Hair et al. (2020), the coefficient of determination is a gauge of how well exogenous latent variables work together to forecast an endogenous variable construct. This means that the coefficient shows how much of the endogenous construct's variance can be accounted for by all associated exogenous constructs. The range of R<sup>2</sup> values is 0 to 1, where larger values correspond to greater predicted accuracy. Table 6 shows the results of R-square estimation using SmartPLS 3:

**Table 6. R-Square Values**

| Variable                      | R-Square |
|-------------------------------|----------|
| Organizational Commitment (Y) | 0,928    |
| Public Service Quality (Z)    | 0,973    |

Source: Data processing using Smart PLS Version 3.0 (2025)

The predicted R-square values for organizational commitment and public service quality are 92.8 and 97.3 percent, respectively, as shown in Table 6. The percentage of the dependent variable that can be accounted for by the independent variables in the research model is shown by these R-square values. Thus, it can be said that these independent factors significantly and largely contribute to raising the caliber of public service and organizational dedication.

**Q-Square**

A Q-squared score larger than 0 (> 0) indicates that the model has important predictive power. To determine the predictive-relevance value, the following formula is used:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0,9282) (1 - 0,9732)$$

$$Q^2 = 1 - (1 - 0,861) (1 - 0,947)$$

$$Q^2 = 1 - (0,139)(0,053)$$

$$Q^2 = 1 - 0,007$$

$$Q^2 = 0,993$$

The Q-square calculation result in this study was 0,993, indicating that the model in this study adequately explains the endogenous variables, as  $0,993 > 0$ ,

### Structural Model Testing

The direct impacts value, commonly referred to as the path coefficient, in SEM PLS analysis shows the model's structural value in this investigation. The relevance and strength of the association were then assessed by measuring the path coefficients between the constructs. The following graphic displays the findings from this study's PLS scheme:

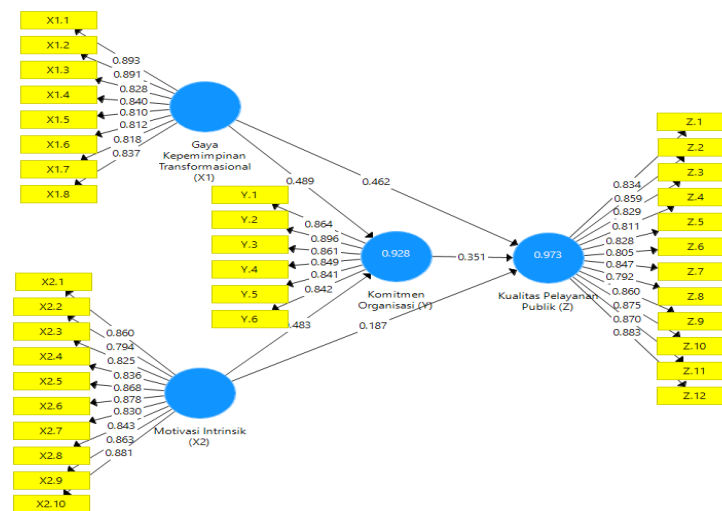


Figure 1. Path Coefficient

Figure 1 displays the path coefficient, or the value of the relationship between latent constructs (with path coefficient values). To find the path coefficient values in this study, see the following table:

Table 7. Path Coefficient

| Interactions Between Variables  | Path Coefficient |
|---|------------------|
| Transformational Leadership Style (X <sub>1</sub> ) -> Organizational Commitment (Y)                              | 0,489            |
| Motivation from within (X <sub>2</sub> )-> Organizational Commitment (Y)  | 0,483            |
| Transformational Leadership Style (X <sub>1</sub> ) -> Kualitas Pelayanan Publik (Z)                              | 0,462            |
| Motivation from within (X <sub>2</sub> ) -> Public Service Quality (Z)  | 0,187            |
| Organizational Commitment (Y) -> Public Service Quality (Z)   | 0,351            |
| Transformational Leadership Style (X <sub>1</sub> )-> Organizational Commitment (Y) -> Public Service Quality (Z) | 0,172            |
| Motivation from within (X <sub>2</sub> ) -> Organizational Commitment (Y)-> Public Service Quality (Z)            | 0,169            |

Source: Data processing using Smart PLS Version 3.0 (2025)

The following conclusions may be made in light of the patch coefficient analysis results shown in Table 7 above:

1. Organizational commitment is directly impacted by transformational leadership style by 0.489, which means that an increase of one unit in transformational leadership style might result in a 0.489 rise in organizational commitment.

This is a good impact. 2. There is a 0.483 direct relationship between Motivation from within and organizational commitment, which means that an increase of one unit in Motivation from within might result in a 0.483 rise in organizational commitment. This is a good impact. 3. Public service quality may be raised by 0.462 when the transformational leadership style is increased by one unit.

This is the direct influence of transformational leadership style on public service quality. It has a favorable impact. 4. Public service quality is directly impacted by Motivation from within by 0,187, which means that a one-unit increase in Motivation from within might result in a 0,187 improvement in public service quality.

It has a favorable impact. 5. Public service quality is directly impacted by organizational commitment, therefore a one-unit increase in organizational commitment can result in a 0.351 improvement in public service quality.

This is a good impact. 6. The indirect impact of transformational leadership style on organizational commitment to public service quality is 0,172. This means that for every unit rise in transformational leadership style, there will be a corresponding 0.172 increase in public service quality through organizational commitment.

This is a beneficial impact. 7. The indirect impact of Motivation from within on public service quality through organizational commitment is 0,169, meaning that if Motivation from within increases by one unit, public service quality can increase indirectly through organizational commitment by 0,169. This impact is positive.

### Hypothesis Testing

A comparison of the path coefficients' p-values at a significance threshold of  $\alpha = 0.05$  is used to test hypotheses on the impact of exogenous factors on endogenous variables. The t-table value of 1.96 or a p-value of less than or equal to 0.05 can be used to determine whether the test is highly significant. The criteria for accepting or rejecting the hypothesis are as follows: if the t-statistic is less than the t-count, the hypothesis is accepted; if the t-statistic is greater than the t-count, the hypothesis is rejected (Ghozali & Latan, 2012).

Table 7 illustrates the estimated output for the structural model test.

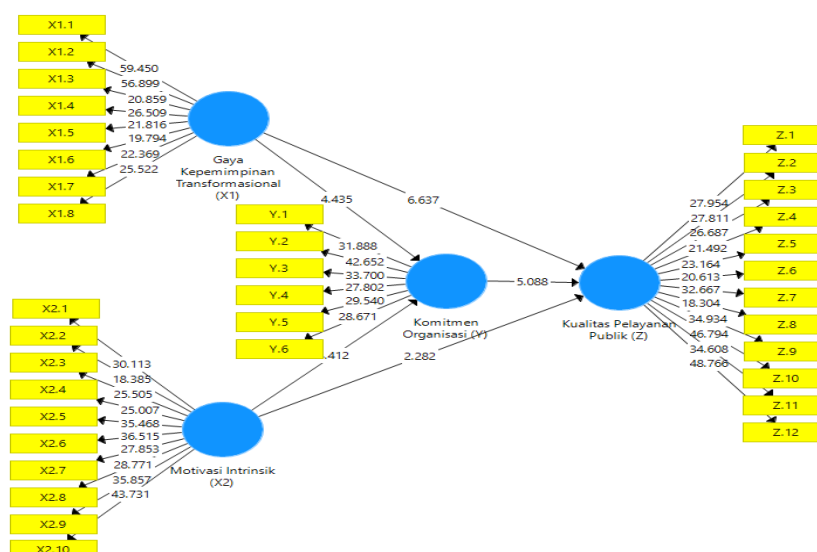


Figure 2. Bootstrapping Model

Hypothesis testing is a statistical process used to determine whether the sample data in Table 8 provides estimated output for testing a structural model.

**Table 8. Structural Model Testing Estimation Output**

| Interactions Between Variables   | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|--|---------------------|-----------------|----------------------------|--------------------------|----------|
| Transformational Leadership Style (X <sub>1</sub> ) -> Organizational Commitment (Y) | 0,489               | 0,488           | 0,110                      | 4.435                    | 0,000    |
| Motivation from within (X <sub>2</sub> )-> Organizational Commitment (Y)             | 0,483               | 0,482           | 0,110                      | 4.412                    | 0,000    |
| Transformational Leadership Style (X <sub>1</sub> ) -> Kualitas Pelayanan Publik (Z) | 0,462               | 0,465           | 0,070                      | 6.637                    | 0,000    |
| Motivation from within (X <sub>2</sub> ) -> Public Service Quality (Z)               | 0,187               | 0,190           | 0,082                      | 2.282                    | 0,023    |
| Organizational Commitment (Y) -> Public Service Quality (Z)                          | 0,351               | 0,345           | 0,069                      | 5.088                    | 0,000    |

Source: Data processing using Smart PLS Version 3.0 (2025)

The results of the structural model estimation test output in Table 8 can be explained as follows:

**The Impact of Transformational Leadership Style on Organizational Commitment**

The hypothesis test findings show a path coefficient of 0.489 for the association between organizational commitment and transformational leadership style. Given that the t-statistics value is 4.435 > 1.96 and the P-value is 0.00000, which is less than 0.00005, hypothesis H1 is accepted. According to these findings, organizational commitment is significantly and favorably impacted by transformational leadership. Accordingly, a greater emphasis on transformational leadership will have a big impact on organizational commitment.

**The Impact of Motivation from within on Organizational Commitment**

According to the hypothesis test results, there is a route coefficient of 0.483 between organizational commitment and intrinsic motivation. Hypothesis H1 is accepted since the t-statistics value is 4.412 > 1.96 and the P-value is 0.00000, which is less than 0.00005. The findings show that organizational commitment is positively and significantly impacted by intrinsic motivation. This implies that organizational commitment will rise in tandem with an increase in intrinsic drive.

**The Impact of Transformational Leadership Style on Public Service Quality**

The hypothesis test findings show that there is a path coefficient of 0.462 between transformational leadership style and public service excellence. Given that the t-statistic value of 6.637 is higher than 1.96 and the p-value of 0.000000, which is less than 0.00005, hypothesis H1 is accepted. There is a favorable and substantial correlation between transformational leadership style and public service quality, according to these findings.

**The Impact of Motivation from within on Public Service Quality**

According to the hypothesis test results, there is a 0.187 path coefficient between Motivation from within and the quality of public services. Hypothesis H1 is accepted since the t-statistic value is 2.282 > 1.96 and the P-value is 0.023, both of which are less than 0.05 (0,023 < 0.05). These findings suggest that Motivation from within significantly and favorably affects the standard of public services. Accordingly, public services will be of higher quality if Motivation from within rises.

**The Impact of Organizational Commitment on the Quality of Public Services**

The hypothesis test findings show a route coefficient of 0.351 in the association between organizational commitment and public service quality. Since the P-value is 0.000000, which is less than 0.05, and the t-statistic value is 5.088 > 1.96, hypothesis H1 is accepted. These

findings suggest that the quality of public services is positively and significantly impacted by organizational commitment. This implies that public service quality will rise in tandem with organizational commitment.

### **Overview of Transformational Leadership Style, Intrinsic Motivation, Organizational Commitment, and Public Service Quality**

Transformational leadership has been used with great impact, according to a descriptive study of respondents' replies to the West Tanjung Jabung Regency Social Service Office. The intrinsic drive of employees to do their task is quite high. Employee dedication to the organization is rated as strong. Likewise, the public services that are offered to the public are classified as high quality. According to this, the quality of services offered to the public will increase if the transformational leadership style is successfully used and staff members are inspired to perform their jobs with the backing of their company.

### **The Influence of Transformational Leadership Style on Organizational Commitment**

Organizational commitment is positively and significantly impacted by the transformational leadership style variable, according to the study's findings. According to study (Triyani & Hatta, 2022), transformational leadership has a favorable and substantial influence on organizational commitment. These findings are consistent with that research.

Because transformational leaders are able to communicate the goals, direction, and information of social assistance programs to the public in an open and direct manner, it has been demonstrated that their leadership style significantly affects organizational commitment.

This transparency creates a clear and supportive work environment, allowing employees to fully understand their roles and responsibilities within the organization. Furthermore, every policy and program designed by leaders considers both short- and long-term impacts, demonstrating visionary leadership and a concern for the sustainability of social benefits.

Leadership that can inspire enthusiasm and encourage recipients to be optimistic and empowered also has a positive psychological impact on employees, as they feel part of significant social change. Forms of encouragement such as providing challenges, development opportunities, and innovation also create a dynamic work environment and stimulate employees' emotional engagement with their tasks. When leaders encourage independent and innovative thinking, employees feel valued, which ultimately increases loyalty to the organization. Thus, a transformational leadership style not only encourages the achievement of organizational goals but also forms a strong foundation for long-term employee commitment to the organization.

### **The Impact Of Motivation From Within On Organizational Commitment**

According to the study's findings, organizational commitment is significantly and favorably impacted by intrinsic motivation. This result is consistent with the findings of Rivai (2014), who highlighted that highly driven people would also be very committed to the company. Furthermore, organizational commitment is positively and significantly impacted by intrinsic motivation, according to study by Zahari et al. (2023).

Because of the psychological connection between internal drive and institutional loyalty, receivers' organizational commitment is influenced by intrinsic desire. Beneficiaries with high Motivation from within tend to carry out their duties and responsibilities with a sincere sense of duty without expecting mere material rewards. They are driven by inner satisfaction, the meaning of their work, and a sense of concern for the social goals of the program. When someone feels that their work has important value and benefits others, they will work with more diligence, consistency, and dedication.

This Motivation from within creates a sense of pride in their role within the organization. In the long term, this strengthens individual engagement in achieving the organization's vision

and mission. Beneficiaries feel that their presence within the organizational system is not merely as objects, but also as agents of change that make a real contribution. This sense of belonging will influence their level of discipline, compliance with rules, and willingness to actively participate. Individuals with Motivation from within tend to be more independent and take initiative in completing tasks, and have a strong commitment to remain involved despite challenges.

### **The Influence of Transformational Leadership Style on Public Service Quality**

The findings of this study show a favorable and substantial correlation between transformational leadership style and the caliber of public services. The results of studies by Ruffiah & Muhsin (2019) and Alamsyah et al. (2024) support this conclusion, indicating that transformational leadership significantly and favorably affects the quality of public services.

Transformational leadership style significantly influences public service quality. Leaders with this style are able to provide inspiration, motivation, and a clear vision to their subordinates to achieve optimal performance. Transformational leaders encourage employees to transcend personal interests for the common good and organizational goals, including in the context of public service. They not only provide instructions but also serve as role models of integrity, dedication, and a spirit of service. Through an empathetic approach and positive influence, leaders are able to build strong emotional bonds with employees, ultimately increasing their commitment and commitment to the quality of service provided. Employees are also more motivated to work innovatively and responsively to meet community needs.

Furthermore, transformational leaders encourage positive change through intellectual stimulation, encouraging employees to think creatively and find solutions to existing service issues. In dynamic and often complex public service situations, the ability to adapt and innovate is key to maintaining service quality.

Transformational leaders also provide individualized consideration to each employee, paying attention to their individual development needs, and creating a conducive work environment. This results in increased employee competence, job satisfaction, and loyalty, which directly enhances the impactiveness of public service delivery. Therefore, the application of transformational leadership is highly relevant and strategic for sustainably improving the quality of public services.

### **The Influence of Motivation from within on Public Service Quality**

According to the study's findings, the quality of public services is positively and significantly impacted by intrinsic motivation. This result is consistent with Moenir's (2016) assertion that the process of meeting demands via the efforts of individuals with specialized knowledge and intended to satisfy the public, who is the party being served, is what constitutes qualitative public service. Research conducted by (Solichin & Trifiyanto, 2020) indicates that Motivation from within has a positive and significant impact on the quality of public services.

Motivation from within significantly impacts the quality of public services because the internal drive within employees drives them to perform optimally without relying on external rewards. Employees with high Motivation from within tend to feel pride and satisfaction when they successfully carry out their duties, including providing services to the public. A sense of responsibility, concern, and a desire to provide benefits are key factors influencing their work behavior. In the context of public services, employees who work out of a calling or a sense of personal satisfaction will be more enthusiastic, meticulous, and diligent in their service. Thus, Motivation from within is a key force in improving the overall quality of public services. When employees work out of a personal desire and commitment to contribute, their work results are maximized and have a positive impact on both the institution and the wider community.

### **The Influence of Organizational Commitment on the Quality of Public Services**

According to the study's findings, organizational dedication significantly and favorably affects the caliber of public services. These results correlate with study done by Rahmat & Ardiansyah (2022), which revealed that organizational dedication has a good and substantial influence on the quality of public services.

The quality of public services is greatly impacted by organizational commitment because committed employees show loyalty, responsibility, and complete dedication to the organization they work for. They are motivated to provide the best service possible in order to preserve the institution's performance and reputation because they have an emotional and moral attachment to the institution's vision, mission, and goals. This commitment encourages employees to go above and beyond the formal demands of their jobs, including paying attention to public needs, responding promptly to complaints, and completing tasks diligently and professionally. When employees prioritize the public interest, service quality significantly improves.

Furthermore, organizational commitment also promotes the stability and sustainability of public service standards. Committed employees will consistently adhere to work rules and procedures, maintain bureaucratic ethics, and strive to maintain consistent service quality despite facing pressure or limited resources. They are less easily influenced by external factors that could disrupt performance, as their work orientation is deeply embedded in the organization's values. Thus, commitment is a crucial foundation for creating a solid work culture, where services provided not only meet administrative targets but also address public satisfaction and trust. This transforms public service into a more than merely transactional endeavor, but also a tangible contribution to social welfare.

### **The Influence of Transformational Leadership Style on Public Service Quality Through Organizational Commitment**

The transformational leadership style impacts the quality of public services by enhancing organizational commitment, as leaders with this approach can inspire, motivate, and serve as role models for their team members. This leadership style focuses not only on achieving performance targets but also on developing shared values, enthusiasm, and vision within the organization. Transformational leaders encourage employees to transcend personal interests and prioritize organizational goals, thereby fostering a sense of belonging and emotional attachment to the institution. Through this approach, employees feel valued, trusted, and supported, which in turn increases their commitment to the organization.

The increased organizational commitment fostered by transformational leadership encourages employees to work more professionally, responsibly, and with a focus on providing the best service to the public. Highly committed employees demonstrate consistent performance, are loyal, and strive to maintain the institution's reputation by providing quality service. In the context of public services, this is crucial because public satisfaction depends heavily on how seriously and sincerely employees carry out their roles. Transformational leadership, which instills the values of integrity, responsibility, and dedication, indirectly creates a strong organizational culture oriented toward excellent public service.

### **The Influence of Motivation from within on Public Service Quality Through Organizational Commitment**

Motivation from within influences public service quality by increasing organizational commitment. This is because internal drives, such as a sense of responsibility, personal satisfaction, and the desire to contribute their best, provide a strong foundation for building loyalty to the organization. When employees are driven by intrinsic motivation, they work not simply out of obligation, but because they feel their work has meaning and a positive impact. This fosters a sense of belonging to the organization, reflected in dedication, honesty, and enthusiasm in completing tasks. Intrinsically motivated employees also tend to be more resilient in facing challenges and continually strive to improve the quality of service they provide.

Increased organizational commitment resulting from high Motivation from within is reflected in employees' willingness to exceed expectations, uphold the institution's reputation, and consistently maintain high service standards. This commitment extends beyond formal compliance with regulations, but rather to emotional involvement and a sense of moral responsibility for the organization's success. With this commitment, employees are more likely to collaborate, support each other, and create a conducive work environment. In the context of public service, this is crucial because good service requires teamwork, sincerity, and a responsive attitude to the needs of the community.

## CONCLUSION

The findings from the descriptive analysis indicate that the transformational leadership style has been excellently applied within the organization. Internal motivation has also driven employees to achieve very high levels of motivation. At the same time, organizational commitment within the West Tanjung Jabung Regency Social Service is considered to be at a high level.

The transformational leadership approach exerts a positive and significant influence on organizational commitment. In other words, as transformational leadership is enhanced, so too is employees' commitment to the organization. Likewise, internal motivation significantly and positively affects organizational commitment; as individuals' intrinsic motivation grows, so does their commitment. Furthermore, transformational leadership positively and significantly affects the quality of public services.

This suggests that improvements in transformational leadership lead to increased organizational commitment as well as better quality in delivering public services. A similar effect is observed with internal motivation, which also positively impacts the quality of public services higher motivation from within translates to improved public service quality. Organizational commitment itself has a positive and significant effect on the quality of public services, indicating that greater commitment translates to better public service delivery. Additionally, transformational leadership improves public service quality not only directly but also indirectly by fostering higher organizational commitment. In the same way, higher internal motivation enhances the quality of public services, both directly and through increased organizational commitment.

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