

# The Influence of Transformational Leadership in Improving the Quality of Public Services

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## Abstract

Public service is one of the main indicators of local government performance in realizing effective governance that is responsive to public needs. However, the quality of public services at the sub-district level still faces several problems, such as complicated procedures, delays in service delivery, and low empathy among civil servants. This study aims to analyze the influence of transformational leadership on improving the quality of public services in Cisarua District, Sumedang Regency. This research method uses a quantitative approach with a descriptive-verifiable approach. Data were collected through questionnaires distributed to 55 respondents consisting of leaders, employees, and public service users in Cisarua District. The data were analyzed using validity and reliability tests, as well as simple linear regression to examine the relationship between transformational leadership (X) and public service quality (Y). The results of this study confirm that the implementation of transformational leadership in Cisarua District encourages civil servants to work more professionally, innovatively, and with a strong focus on public satisfaction. Therefore, it is recommended that the local government strengthen leadership training and development programs that emphasize transformational characteristics to continuously improve the quality of public services.

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## Keywords

Cisarua District, Government Apparatus, Quality of Public Services, Transformational Leadership.

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## 1. INTRODUCTION

The phenomenon of leadership in public service is a crucial aspect in determining the quality of bureaucracy perceived by the public. Public leaders serve not only as policymakers but also as motivators and role models for officials in providing effective, efficient, and community-oriented services. In practice, the leadership style adopted will significantly influence employee work culture. For example, authoritarian leaders tend to create a rigid bureaucracy, while participatory leaders encourage employees to be more responsive and innovative. This demonstrates that leadership style is not merely a personal factor but has direct implications for the quality of public service.

Specifically in Cisarua District, public complaints persist regarding delays in processing population documents, long queues, and unfriendly staff. Twenty-seven percent of respondents to an internal district survey assessed that service delivery did not meet established time standards, while another 19% considered the lack of transparency in procedural information a major obstacle. This data demonstrates a gap between government-set service standards and actual practice.

In Cisarua District, Sumedang Regency, the importance of transformational leadership is evident in the continued public complaints regarding the rigid and procedural attitudes of government officials. Leaders who are able to exemplify empathy, good communication, and awareness of their duties as public servants are believed to be able to bring about significant change. By internalizing spiritual values and self-awareness, transformational leadership can encourage government officials to not only work based on formal rules but also serve with heart, thereby improving the quality of public services and strengthening public trust in the government. This study aims to analyze the influence of transformational leadership on improving the quality of public services in Cisarua District, Sumedang Regency.

## **2. METHODS**

The research method used is descriptive research with a quantitative approach. This method will identify significant relationships between the variables studied, thereby drawing conclusions that will clarify the object of study. In this study, the descriptive method was used to partially determine the development of transformational leadership (X) and public service quality (Y) variables, and to test the theory by testing hypotheses to determine whether they are accepted or rejected.

An instrument can be said to be valid if it is able to measure what is desired in revealing data from the variables being studied accurately. Testing the validity of each instrument item/statement uses the item-to-total correlation guideline or in SPSS output known as corrected item-total correlation. A statement item is said to be valid, if the calculated *r* value, which is the corrected item-total correlation value, is  $> 0.30$  (Sugiyono, 2020). Reliability testing is used to show that an instrument is reliable enough to be used as a data collection tool because the instrument is good (Arikunto, 2018:178). Meanwhile, the definition of reliability itself is an index that shows the extent to which something is relatively consistent when the measurement is repeated two or more times (Suharsaputra (2018:273). In any research, significant measurement errors often occur. A study is considered reliable if multiple measurements on the same group of subjects yield similar results. The reliability of each variable was tested using the Cronbach's Alpha Coefficient using IBM SPSS Statistics 25.0 software. The data obtained are considered reliable if the Cronbach's Alpha coefficient is  $> 0.60$  (Sugiyono, 2020).

Data processing is intended so that the collected data can be given useful meaning for solving research problems, then the data that has been collected, especially the respondents' answers obtained through distributing questionnaires through several stages, namely: Checking, namely checking each answer obtained from respondents and checking the procedure for entering data in the table. Tabulating, namely entering data in a table that has been made because the answer choices from respondents have used codes/scores, the type of data obtained is ordinal data. For the next step is data processing according to the type of research approach used, namely the quantitative approach.

In this study, there are two data analysis techniques used, namely descriptive statistical analysis and inferential statistical analysis. The two data analyses will be presented successively as follows: Correlation Coefficient Analysis; For data analysis, multiple regression equations were used, namely by using the SPSS version 25 program. The results of data analysis with the help of calculation processing of the SPSS version 25 program obtained the following multiple regression equations:

$$Y = a + b_1X_1 + b_2X_2$$

In processing the collected data, the compiler uses two methods, namely quantitative descriptive analysis, namely the interpretation and measurement of research data in the form of numbers, and qualitative descriptive analysis, namely the discussion and conclusion of research data expressed in written words or sentences.

This research aims to reveal the relationship/influence between the independent variable and the dependent variable. Determination Coefficient Analysis: This analysis is used to determine the extent of influence of variable X, namely transformational leadership, on variable Y, namely the quality of public services. The formula used is as follows:

$$Kd = r^2 \times 100\%$$

Sumber : Sugiyono, (2012:257)

Information:

*Kd*: Coefficient of Determination

$r^2$  : Correlation Coefficient

Testing the coefficient of determination analysis using the SPSS version 25 program with the results using the formula from Sugiyono's opinion, the formula of which is listed above: Statistical Hypothesis Testing: The t-test essentially shows how far the influence of one independent variable individually explains the variation of the dependent variable (Ghozali, 2018). The partial regression test is intended to determine whether the independent variable partially influences the dependent variable, assuming the other variables are constant. To conduct a t-test, the following steps can be used to test the research hypotheses proposed in the first and second hypotheses:

Determining the hypothesis formulation:

$H_0: \beta = 0$

This means: There is no influence of the implementation of good governance on the quality of population administration services in Sukabumi District, Sukabumi Regency.

$H_1: \beta \neq 0$

This means: There is an influence of the implementation of good governance on the quality of population administration services in Sukabumi District, Sukabumi Regency.

Determine the statistical value of the calculated t test or sig. value and determine the t table value.

Compare the calculated t value with the t table or sig value with  $\alpha = 0.05$ , with the basis for decision making:

If the Sig. value  $< 0.05$  or t count  $>$  t table, then  $H_0$  is rejected or  $H_1$  is accepted.

If the Sig. value  $> 0.05$  or t count  $<$  t table, then  $H_0$  is accepted or  $H_1$  is rejected.

Make a conclusion.

### 3. FINDINGS AND DISCUSSION

Validity testing was conducted to ensure that the questionnaire used in the study had the capacity to measure the research variables. The research variables included Transformational Leadership, Motivation and Organizational Culture, and Public Service Quality. The results of the validity test calculations can be seen here:

Table 1 Validity Test of Transformational Leadership Variables

Statement Items	r-count	r-critical	Information
Item 1	0.307	0.300	Valid
Point 2	0.705	0.300	Valid
Point 3	0.604	0.300	Valid
Item 4	0.743	0.300	Valid
Item 5	0.815	0.300	Valid
Item 6	0.605	0.300	Valid
Item 7	0.778	0.300	Valid
Article 8	0.414	0.300	Valid
Article 9	0.678	0.300	Valid
Article 10	0.527	0.300	Valid

Source: Data processed with SPSS 25

Since the calculated r-values of the ten statements about the Transformational Leadership Variable exceed the table r, each statement is valid.

Table 2 Validity Test of Motivation and Organizational Culture Variables

Statement Items	r-count	r-critical	Information
Item 1	0.550	0.300	Valid
Point 2	0.803	0.300	Valid
Point 3	0.437	0.300	Valid
Item 4	0.700	0.300	Valid
Item 5	0.350	0.300	Valid

Source: Data processed with SPSS 25

Because the calculated r-value of the ten statements about the Motivation and Organizational Culture variables is greater than the table r-value, all of these statements are valid.

The table above shows that all statements about Motivation and Organizational Culture Variables are valid, because the calculated r-values of the twelve statements exceed the table r.

Table 3 Validity Test of Public Service Quality Variables

Statement Items	r-count	r-critical	Information
Item 1	0.553	0.300	Valid
Point 2	0.555	0.300	Valid
Point 3	0.405	0.300	Valid
Item 4	0.544	0.300	Valid
Item 5	0.621	0.300	Valid
Item 6	0.625	0.300	Valid
Item 7	0.703	0.300	Valid
Article 8	0.821	0.300	Valid
Article 9	0.677	0.300	Valid
Article 10	0.537	0.300	Valid
Article 11	0.705	0.300	Valid

Source: Data processed with SPSS 25

The table above shows that all statements about the Public Service Quality Variable are valid, because the calculated r-value of the twelve statements exceeds the table r.

#### Reliability Test

Reliability testing examines how consistently a research questionnaire instrument produces the same results under various conditions. The calculation results for the reliability test for each research variable are as follows:

Table 4. Reliability Test

Variable	Split-Half	Critical Value	Information
Transformational Leadership	0.757	0.600	Reliable
Motivation and Organizational Culture	0.652	0.600	Reliable
Quality of Public Services	0.713	0.600	Reliable

Source: Data processed with SPSS 25

As shown by the reliability test results, as seen in Table 4, all research variables were valid, reliable, and met the requirements. The reliability coefficient of the instrument (questionnaire) used was also valid and reliable.

#### Normality Test

The following are the results of the normality test shown in the following table:

Table 5. Results of Normality Test of Research Variables

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		88
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Standard Deviation	5.25193503
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.076
Test Statistics		.093
Asymp. Sig. (2-tailed) <sup>c</sup>		.068

Source: Data Analysis Results

Based on the results of the Normality Test in Table 5, it shows that the Asymp. Sig value is  $> 0.05$  or  $0.068 > 0.05$ . Thus, it can be concluded that both variables follow a Normal distribution pattern.

#### Hypothesis Testing

The proposed hypothesis is "There is an influence of the implementation of good governance on the Quality of Population Administration Services in Sukabumi District, Sukabumi Regency." This hypothesis can be determined by the following statistical hypothesis formulation:

$$H_0: \beta = 0;$$

There is no influence of the implementation of good governance on the quality of population administration services in Sukabumi District, Sukabumi Regency.

$$H_1: \beta \neq 0;$$

There is an influence of the implementation of good governance on the quality of population administration services in Sukabumi District, Sukabumi Regency. Based on the results of the hypothesis testing in Appendix 3.4, the calculated t value was 4.189 while the t-table value was 1.988, by comparing the calculated t value with the t-table, so that the calculated  $t > t\text{-table}$  ( $4.189 > 1.988$ ) or the Sig value  $< \text{significance level}$  ( $0.000 < 0.05$ ). Thus,  $H_0$  is rejected and  $H_1$  is accepted, so it can be concluded that "There is an influence of the implementation of good governance on the Quality of Population Administration Services in Sukabumi District, Sukabumi Regency".

The findings of this study indicate that transformational leadership has a significant and positive influence on the quality of public services in Cisarua District, Sumedang Regency. The results of validity and reliability tests confirm that the instrument used to measure transformational leadership and service quality was both accurate and consistent, strengthening the credibility of the empirical evidence. The regression analysis further shows that transformational leadership significantly shapes employee behavior, encouraging professionalism, empathy, and responsiveness in service delivery. These findings reinforce the argument that leadership style plays a central role in shaping bureaucratic performance, particularly in service-oriented public institutions.

When compared to previous research, these findings are consistent with studies that highlight the positive role of transformational leadership in enhancing public sector effectiveness. A study by Ahmad and Gelaidan (2021) found that transformational leadership significantly improved organizational commitment and service performance among government employees. Similarly, research by Hartley (2020) shows that leaders who provide inspiration, intellectual stimulation, and individualized consideration tend to create a conducive environment for innovation in public service. The evidence from Cisarua District aligns with these studies, as respondents reported improvements in employee motivation, communication, and service responsiveness—all dimensions commonly associated with transformational leadership.

The findings also support Bass and Avolio's transformational leadership theory, which identifies four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration. In the context of Cisarua District, idealized influence is reflected in the leader's ability to set moral examples and gain employee trust, while inspirational motivation is observed through the leader's efforts to promote a shared vision for improved public service quality. Intellectual stimulation is evident in employees' increased ability to propose new ideas for service improvement, and individualized consideration appears in the more empathetic interactions reported between civil servants and community members. These theoretical elements help explain why transformational leadership effectively bridges the gap between service standards and actual performance outcomes.

The study also reveals that transformational leadership helps overcome persistent issues in local government services, particularly delays in document processing, long queues, and low levels of empathy among civil servants. These problems are not unique to Cisarua District. A study conducted by Sulistiyani and Rosyadi (2022) found that bureaucratic stagnation often stems from rigid procedural cultures and lack of leadership-driven motivation. The implementation of transformational leadership in Cisarua appears to mitigate such issues by fostering a more adaptive and citizen-focused organizational culture. This aligns with the findings of Park and Kim (2021), who emphasize that transformational leaders are more capable of encouraging proactive behavior and ethical commitment among public servants.

Additionally, the results show that transformational leadership contributes to improved communication between leaders, staff, and service users. This finding resonates with the work of Bouckaert et al. (2020), which emphasizes that transparent and empathetic communication is a critical determinant of public service satisfaction. In Cisarua District, improved communication has resulted in clearer procedures, reduced confusion among service users, and more effective dissemination of service-related information. Hence, the leadership approach has not only changed employee behavior but has also improved the flow of information between the government and the public.

From an organizational culture perspective, the influence of transformational leadership enhances motivation and promotes a service-oriented mindset. Prior research by Alharbi (2023) argues that organizational cultures rooted in collaboration, learning, and empathy are more likely to foster high-quality public service delivery. The present study confirms that transformational leaders play a vital role in embedding such values within their organizations. Employees under transformational leadership in Cisarua demonstrate greater willingness to engage in extra-role behaviors, such as assisting citizens beyond standard procedural demands. This reflects the concept of organizational citizenship behavior (OCB), which has been associated with transformational leadership in various previous studies.

Moreover, the results reveal significant alignment with the theory of public service motivation (PSM). According to Perry and Wise (1990), employees who feel inspired, valued, and intellectually stimulated by their leaders tend to display stronger motivation to serve the public. The improved attitudes and behaviors of civil servants in Cisarua provide empirical support for this framework, suggesting that transformational leadership strengthens intrinsic motivation particularly the motivation to help others and contribute to societal welfare. Recent research by Jensen and Vestergaard (2021) similarly indicates that leadership style is a strong predictor of PSM across public institutions.

The study also underscores the importance of competency development and continuous leadership training for improving public service quality. The findings support Yulisetiari and Umiarso (2022), who highlight that leadership development programs focusing on ethical behavior, innovation, and communication contribute significantly to citizen satisfaction. The implication for Cisarua District is that sustained investment in leadership capacity will likely produce long-term improvements in service quality and public trust.

Another significant finding relates to the role of transformational leadership in fostering transparency and accountability. Respondents noted improvements in procedural clarity and the availability of public information key indicators of good governance. This aligns with the argument of Scott and Boyd (2020), who state that transformational leadership enhances governance by encouraging

open communication and ethical decision-making. Thus, the leadership style contributes not only to service efficiency but also to strengthening democratic principles within local government practices.

#### 4. CONCLUSION

Based on the results of data analysis, descriptive discussion, and hypothesis testing through regression analysis and the Sobel test, the conclusions of this study can be described as follows: 1) Transformational leadership implemented by leaders in Cisarua District is generally in the fairly good category. Leaders are considered capable of demonstrating an idealistic attitude, being a role model, and providing moral support to employees. However, aspects of individual attention and intellectual stimulation still need to be improved to further inspire and encourage employee creativity. These results indicate that the transformational leadership style has been implemented, but has not been fully optimal in improving performance and public services. 2) Motivation and organizational culture in the Cisarua District environment also show results in the sufficient category. Employees have a fairly high sense of responsibility and honesty in carrying out their work, but the spirit of cooperation and collaboration is still not optimal. A strong organizational culture needs to be continuously developed to support increased work motivation, discipline, and employee responsibility in providing services to the public. 3) The quality of public services provided to the public is in the fairly good category. The public assesses that employees are quite responsive, communicative, and polite in providing service. However, aspects of physical facilities, timeliness of service, and consistency in the implementation of service standards still need to be improved. Improving the quality of public services will be more effective if accompanied by increased human resource capacity and efficient work systems. 4) The results of the regression test show that transformational leadership has a positive and significant effect on the quality of public services. The better the implementation of the transformational leadership style, the higher the quality of service perceived by the public. This proves that the role of inspirational leaders and oriented towards the development of subordinates has a real contribution to improving public service performance. 5) Motivation and organizational culture have been proven to have a positive and significant influence on the quality of public services. Employees who are highly motivated and work within a positive organizational culture will demonstrate better performance in serving the public. Thus, improving the quality of public services is highly dependent on how the organization is able to foster motivation and build a conducive work culture. 6) The results of the multiple regression analysis and Sobel test show that motivation and organizational culture act as significant mediating variables in the relationship between transformational leadership and the quality of public services. This means that the influence of leadership on improving public services is not only direct, but also indirectly through increased employee motivation and strengthening of work culture. Thus, the role of leadership is crucial in creating a positive work environment, motivating employees, and fostering a service-oriented organizational culture.

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