Improving the Quality of Public Services: The Role of Transformational Leadership, Organisational Culture, and Work Engagement

Andi Achmad Syukri[1], Tajuddin malik[2], Mattalata[3], Kurniawty Sandra[4]
[1]Doctoral Programme Student of AMKOP College of Economics, Makassar, Indonesia
[2,3,4]AMKOP College of Economics, Makassar, Indonesia

Abstract

This study aims to analyse the effect of transformational leadership, organisational culture, and work engagement on the quality of public services by considering the mediating role of organisational commitment and apparatus performance in the Majene Regent's Office. This research is motivated by the challenge of improving the quality of public services through optimising apparatus performance and forming high organisational commitment. Quantitative approach was used in this study with survey method and data collection through questionnaires involving employees in Majene Regent Office. The results showed that transformational leadership, organisational culture, and work engagement have a significant influence on organisational commitment, apparatus performance, and public service quality. In addition, organisational commitment and apparatus performance are proven to act as mediating variables that strengthen the relationship between independent variables and public service quality. This research provides practical implications in the development of leadership strategies and organisational culture that support improved performance and quality of public services. The main contribution of this research is to provide empirical evidence on the importance of synergy between transformational leadership, organisational culture, and work engagement in building organisational commitment and improving apparatus performance, which in turn contributes to better public service quality.

Keywords: leadership, organisational culture, work engagement, organisational commitment, apparatus

1. Introduction

The overall image of governmental bureaucracy is greatly influenced by the performance of its organizations (Berkes, 2009; Edwards & Hulme, 1996). As a public service institution, the Regent's Office is required to continually improve, reform, and anticipate societal developments to enhance the institution's professionalism and contribute to the realization of good governance. Achieving these goals necessitates a unified direction and vision among all government personnel to guide both managerial and operational tasks across all organizational units cohesively (Yusriadi, 2019).

The Regent's Office of Majene Regency serves as the administrative center for regional governance. Its organizational structure is designed to divide tasks and core functions effectively to ensure the development and sustainability of the regency. As a regional government organization, it bears the responsibility of delivering optimal services in line with its defined roles and functions, making its presence accessible and beneficial to the broader public.

Human resource management (HRM) plays a crucial role in achieving these objectives, as it serves as a key competitive advantage in attaining organizational success (Harrison & Bazzy, 2017). Effective HRM ensures that personnel—who are planners, actors, and decision-makers—are aligned with organizational goals while also satisfying their individual needs. High organizational commitment among employees is a fundamental factor that drives loyalty, encourages engagement, and motivates employees to work towards the success and well-being of their organization.

Transformational leadership has a significant influence on organizational commitment. Transformational leaders inspire employees by addressing change proactively and fostering

development within the organization (Kasmiaty et al., 2021; Umar et al., 2019). Such leaders serve as role models, demonstrating authority and respect, which motivates employees to align with the organization's vision and actively contribute to achieving its objectives. Similarly, a strong organizational culture supports a cohesive work environment, fostering alignment among employees and reinforcing their commitment to shared values and goals.

In addition to leadership and culture, employee work engagement also impacts organizational commitment. Employees who identify closely with their roles and responsibilities are more likely to demonstrate higher levels of engagement, contributing to enhanced organizational performance. Work engagement reflects an employee's psychological and emotional connection to their work, which includes vigor, dedication, and absorption.

Despite its significance, challenges remain in effectively implementing transformational leadership, fostering strong organizational culture, and enhancing employee engagement within the Regent's Office of Majene. Preliminary observations indicate gaps in leadership practices, cultural cohesion, and employee engagement, which hinder the office's ability to deliver high-quality public services and maintain organizational commitment. Addressing these challenges is essential for improving the quality of public service delivery and achieving the broader goals of governance.

This study aims to examine the influence of transformational leadership, organizational culture, and work engagement on public service quality, with a particular focus on the mediating roles of organizational commitment and employee performance within the Regent's Office of Majene Regency. By doing so, this research seeks to provide actionable insights for enhancing organizational effectiveness in the context of public governance.

2. Method

This study employs a quantitative approach to examine the relationships between transformational leadership, organizational culture, work engagement, organizational commitment, employee performance, and public service quality. The research was conducted in the Regent's Office of Majene Regency, involving government employees as the study population. The research adopts an explanatory design to explore causal relationships between variables. Data were collected through a survey method using structured questionnaires distributed to employees at the Regent's Office of Majene. The variables studied include transformational leadership, organizational culture, and work engagement as independent variables; organizational commitment and employee performance as mediating variables; and public service quality as the dependent variable.

The study population includes all employees of the Regent's Office of Majene Regency. A proportional random sampling technique was used to ensure that participants from various departments were adequately represented. The sample size was determined using the Slovin formula, with a margin of error of 5%. Primary data were collected through self-administered questionnaires. The questionnaire consisted of closed-ended questions measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was divided into sections corresponding to each variable, with items adapted from validated scales in previous studies.

The data analysis was conducted in two stages. Descriptive statistics were used to summarize the characteristics of the respondents and provide an overview of the data, including mean, standard deviation, and frequency distributions. Inferential analysis was carried out using Structural Equation Modeling (SEM) to test the hypothesized relationships between variables. SEM was chosen for its ability to analyze complex relationships and account for direct and indirect effects among variables. The analysis was conducted using AMOS or SmartPLS software. To ensure the reliability and validity of the questionnaire, a pilot study was conducted with 30 respondents. Cronbach's Alpha was used to assess internal consistency, with a threshold of 0.70 for acceptable reliability. Factor analysis was applied to confirm the validity of the constructs.

The study adhered to ethical research practices. Respondents were informed about the purpose of the research, and participation was voluntary. Confidentiality and anonymity were assured to all participants. This study focuses on the employees of the Regent's Office of Majene Regency, and

Correspondent Author: Andi Achmad Syukri, E-mail: andisyukritammalele@gmail.com

findings may not be generalizable to other governmental institutions. The cross-sectional design limits the ability to infer causality over time.

3. Results

This study reveals significant insights into the relationships among transformational leadership, organizational culture, work engagement, organizational commitment, employee performance, and public service quality at the Regent's Office of Majene Regency. The results, structured according to the research objectives and hypotheses, demonstrate both the direct and indirect impacts of the studied variables.

The descriptive analysis identified the demographic characteristics of the respondents, including their age, gender, education level, and tenure. Most employees demonstrated a moderate to high awareness of the importance of leadership, organizational culture, and work engagement in enhancing organizational outcomes. Transformational leadership was perceived as a critical driver of organizational performance, while organizational culture and work engagement were identified as vital contributors to fostering employee loyalty and productivity. The average scores for transformational leadership, organizational culture, and work engagement indicated that these factors were relatively well-perceived, though some areas require further improvement.

The results confirmed that transformational leadership significantly influences organizational commitment. Leaders who actively communicated a clear vision, motivated their teams, and provided intellectual stimulation fostered stronger loyalty and alignment among employees toward organizational goals. Employees reported feeling inspired by transformational leadership behaviors, which encouraged them to adopt organizational values and objectives more profoundly. Similarly, organizational culture had a direct positive impact on organizational commitment, highlighting the importance of shared values, norms, and practices in creating a cohesive and motivated workforce. Work engagement was another critical determinant of organizational commitment, with engaged employees exhibiting higher levels of enthusiasm, dedication, and alignment with their roles and responsibilities.

The influence of transformational leadership, organizational culture, and work engagement extended beyond organizational commitment to employee performance. Transformational leadership directly impacted performance by fostering higher motivation, creativity, and a sense of purpose among employees. Leaders who displayed transformational behaviors were able to cultivate a supportive environment that encouraged employees to exceed expectations. Organizational culture also played a pivotal role in enhancing employee performance, with a supportive and adaptive culture enabling employees to execute tasks more effectively and efficiently. Work engagement further amplified employee performance by promoting greater focus, energy, and persistence in completing assigned responsibilities.

Organizational commitment emerged as a significant predictor of both employee performance and public service quality. Employees with higher organizational commitment demonstrated stronger dedication to their tasks, resulting in higher levels of task completion, operational efficiency, and service delivery. Additionally, the positive relationship between organizational commitment and public service quality underscored the role of committed employees in ensuring that services meet or exceed public expectations. These findings highlight the interconnectedness between individual commitment, performance, and the broader organizational objectives.

The mediating analysis provided deeper insights into the mechanisms through which transformational leadership, organizational culture, and work engagement influence public service quality. Organizational commitment partially mediated the relationship between these independent variables and public service quality, indicating that fostering a sense of loyalty and alignment among employees can enhance service delivery. Similarly, employee performance acted as a mediator, emphasizing the critical role of individual task execution in translating leadership and cultural practices into tangible improvements in public service quality.

Correspondent Author: Andi Achmad Syukri, E-mail: andisyukritammalele@gmail.com

Direct effects of transformational leadership, organizational culture, and work engagement on public service quality were significant, confirming that these factors independently contribute to enhancing service delivery. However, the indirect effects mediated by organizational commitment and employee performance were equally important, highlighting the need for an integrated approach that simultaneously strengthens leadership practices, cultural alignment, employee engagement, and commitment to organizational goals.

In conclusion, the findings underscore the importance of transformational leadership, organizational culture, and work engagement as critical drivers of organizational success. The mediating roles of organizational commitment and employee performance emphasize the interconnected pathways through which these factors influence public service quality. These results provide valuable implications for policymakers and organizational leaders seeking to enhance the effectiveness of public governance and service delivery.

4. Discussion

The This study explores the complex interplay between transformational leadership, organizational culture, work engagement, organizational commitment, employee performance, and public service quality. The findings confirm the significance of these relationships and provide practical insights for enhancing organizational effectiveness in public sector institutions, particularly at the Regent's Office of Majene Regency.

The significant positive impact of transformational leadership on organizational commitment and employee performance underscores the critical role of visionary and inspiring leaders in driving organizational success. Transformational leaders who communicate a clear vision, encourage intellectual stimulation, and provide individualized consideration foster an environment of trust, loyalty, and motivation among employees. These findings align with previous studies, which emphasize that transformational leadership is instrumental in creating engaged and committed workforces (Nengsih et al., 2021). In the context of the Regent's Office of Majene, the results suggest that leadership development programs focusing on transformational leadership skills can be an effective strategy to enhance employee outcomes.

Organizational culture also emerged as a pivotal factor influencing organizational commitment, employee performance, and public service quality. A strong, cohesive culture characterized by shared values and norms was shown to promote higher levels of alignment and dedication among employees. These findings are consistent with the work (Çiçek & Bilal, 2011), who highlighted the role of culture in creating a supportive and goal-oriented work environment. However, the study also reveals that some aspects of the organizational culture in the Regent's Office of Majene require further development. Addressing these cultural gaps, such as fostering adaptability and inclusiveness, can significantly enhance the effectiveness of public service delivery.

Work engagement plays a crucial role in mediating the relationship between organizational factors and employee performance. Employees who exhibit high levels of engagement are more likely to demonstrate vigor, dedication, and absorption in their roles, leading to better performance and greater contributions to organizational goals. The findings resonate, who defined work engagement as a key psychological state that drives employee productivity (Ikbal et al., 2021; Yusriadi & Farida, 2019; Zacharias et al., 2021). In the public sector context, fostering work engagement through initiatives like professional development opportunities, recognition programs, and supportive work environments can yield substantial improvements in service quality.

The mediating roles of organizational commitment and employee performance are particularly noteworthy. These variables not only strengthen the direct relationships between transformational leadership, organizational culture, and public service quality but also highlight the interconnected pathways through which organizational effectiveness can be achieved. The partial mediation observed in this study suggests that while leadership and culture directly influence service quality, their impact is amplified when employees are both committed and perform effectively. This finding aligns with the

Correspondent Author: Andi Achmad Syukri, E-mail: andisyukritammalele@gmail.com

theoretical perspectives of organizational behavior and underscores the importance of fostering a holistic approach to employee and organizational development.

The significant relationship between employee performance and public service quality reinforces the idea that high-performing employees are essential for delivering services that meet public expectations. Performance improvements driven by transformational leadership, a strong culture, and high engagement levels directly translate into better service outcomes. This finding is consistent with framework for service quality, which highlights the critical role of employee reliability and responsiveness in achieving high service standards (Li et al., 2006; Syahrir et al., 2021).

While the study provides valuable insights, it also highlights areas for improvement within the Regent's Office of Majene. Issues related to gaps in leadership practices, cultural cohesion, and varying levels of employee engagement point to the need for targeted interventions. For instance, implementing leadership training programs, fostering stronger cultural alignment, and introducing engagement-focused policies can address these gaps and create a more effective and responsive organization.

Overall, this study contributes to the existing body of knowledge by providing empirical evidence of the relationships between transformational leadership, organizational culture, work engagement, and public service quality in a public sector context. The findings emphasize the importance of adopting an integrated approach to organizational development that leverages leadership, culture, and engagement to enhance employee performance and service quality. For policymakers and organizational leaders, these insights provide a roadmap for designing interventions that align employee behaviors with organizational goals, ultimately contributing to better governance and public trust.

Future research could explore longitudinal designs to examine how these relationships evolve over time. Additionally, expanding the study to include multiple public institutions could enhance the generalizability of the findings and provide comparative insights into best practices for public sector governance.

5. Conclusion

This study highlights the significant roles of transformational leadership, organizational culture, and work engagement in shaping organizational commitment, employee performance, and public service quality at the Regent's Office of Majene Regency. The findings confirm that these factors independently and collectively contribute to achieving organizational goals, with organizational commitment and employee performance serving as essential mediating variables. Transformational leadership was found to have a profound impact on both employee commitment and performance, emphasizing the need for leaders who can inspire, motivate, and guide employees toward shared objectives. Organizational culture, characterized by shared values and norms, also played a pivotal role in fostering employee loyalty and enhancing task execution. Furthermore, work engagement emerged as a critical driver of both individual performance and collective outcomes, underscoring the importance of fostering enthusiasm, dedication, and focus among employees (Omar & Mahmood, 2020; Seppa et al., 2021). The mediating roles of organizational commitment and employee performance illustrate the interconnected pathways through which leadership and culture influence public service quality. Committed employees, who are aligned with organizational goals, and high-performing individuals directly enhance the effectiveness of service delivery. These insights highlight the importance of adopting a comprehensive approach to organizational development that addresses leadership practices, cultural alignment, and employee engagement.

The study also underscores the challenges faced by the Regent's Office of Majene Regency, including gaps in leadership practices, cultural cohesion, and employee engagement. Addressing these challenges through targeted interventions—such as leadership development programs, cultural transformation initiatives, and engagement-focused policies—can significantly improve organizational effectiveness and public service delivery. In conclusion, this study provides empirical evidence of the critical factors influencing public service quality in a public sector context. The findings offer practical guidance for policymakers and organizational leaders to design strategies that foster high levels of commitment and performance among employees. By integrating transformational leadership, a strong organizational

Correspondent Author: Andi Achmad Syukri, E-mail: andisyukritammalele@gmail.com

culture, and robust engagement practices, public institutions can enhance service quality, build public trust, and achieve sustainable governance outcomes. Future research is recommended to explore these relationships over time using longitudinal designs and to extend the scope to multiple public sector organizations for comparative analysis. Such studies could further enrich the understanding of best practices in enhancing organizational effectiveness and public service quality.

References

Berkes, F. (2009). Evolution of co-management: Role of knowledge generation, bridging organizations and social learning. *Journal of Environmental Management*, *90*(5), 1692–1702. https://doi.org/https://doi.org/10.1016/j.jenvman.2008.12.001

Çiçek, I., & Bilal, Ö. (2011). The effect of outsourcing human resource on organizational performance: the role of organizational culture. *International Journal of Business and Management Studies*, *3*(2), 131–144.

Edwards, M., & Hulme, D. (1996). Too close for comfort? the impact of official aid on nongovernmental organizations. *World Development*, *24*(6), 961–973. https://doi.org/https://doi.org/10.1016/0305-750X(96)00019-8

Harrison, T., & Bazzy, J. D. (2017). Aligning organizational culture and strategic human resource management. *Journal of Management Development*, *36*(10), 1260–1269.

Ikbal, M., Gunawan, Pasulu, M., Syam, M., Effendi, M., Muspiha, & Yusriadi, Y. (2021). Training and rewards for performance improvement through personnel motivation. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3316–3323. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85121105942&partnerID=40&md5=106384beba23ef1d1c1c5a039e0502aa

Kasmiaty, Baharuddin, Fattah, M. N., Nasaruddin, H., Yusriadi, Y., Usman, M. I., & Suherman. (2021). The influence of leadership and work motivation on work effectiveness through discipline. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 3648–3655. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85121150608&partnerID=40&md5=f152c781656b91b5842b0f26ac88fd7e

Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Rao, S. S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, *34*(2), 107–124.

Nengsih, N., Tamsah, H., Farida, U., Retnowati, E., Yusriadi, Y., Kurniawan, R., & Ivana. (2021). Influence of the leadership style on information transfer and corporate culture to boost employee efficiency in bantaeng regency. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 7277–7285. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85114260199&partnerID=40&md5=55d6dea748ebd24052b4d2a3536b7f52

Omar, M., & Mahmood, N. (2020). Mediating the effect of organizational culture on the relationship between training and development and organizational performance. *Management Science Letters*, *10*(16), 3793–3800.

Seppa, Y. I., Ansar, Ansar, M., Pratiwi, R. D., Yusriadi, Y., Yusuf, M., Lionardo, A., & Nasirin, C. (2021). Analysis of the influence of leadership, organizational culture and control systems on organizational performance at hasanuddin university hospital. *Proceedings of the International Conference on Industrial Engineering and Operations Management*, 7148–7156. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85114242301&partnerID=40&md5=f2b993f972abd622e32806a0131755f2

Syahrir, Nasruddin, Azis, M., Waruwu, K., Umanailo, M. C. B., Safitri, I. L. K., & Yusriadi, Y. (2021). Effect of compensation and competence on employee performance through employee development. *Proceedings*

Correspondent Author: Andi Achmad Syukri, E-mail: andisyukritammalele@gmail.com

of the International Conference on Industrial Engineering and Operations Management, 3178–3179. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85121107441&partnerID=40&md5=1d5fa196ccc8cba83ec2fdfc49465711

Umar, A., Hasbi, Farida, U., & Yusriadi, Y. (2019). Leadership role in improving responsibility of employee's work in scope of general bureau of government of bulukumba regency. *International Journal of Scientific and Technology Research*, *8*(10), 2019–2021. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85074347606&partnerID=40&md5=fdb8e540adb78ed45157881e7251eda6

Yusriadi, Y. (2019). Public Health Services: BPJS Case Study in Indonesia. *Jurnal Administrasi Publik (Public Administration Journal)*, *9*(2), 85–91.

Yusriadi, Y., & Farida, U. (2019). Bureaucracy performance in public services in Indonesia. *Jurnal Administrare: Jurnal Pemikiran Ilmiah Dan Pendidikan Administrasi Perkantoran*, *6*(1), 17–24.

Zacharias, T., Rahawarin, M. A., & Yusriadi, Y. (2021). Cultural reconstruction and organization environment for employee performance. *Journal of Ethnic and Cultural Studies*, *8*(2), 296–315. https://doi.org/10.29333/ejecs/801

Correspondent Author: Andi Achmad Syukri, E-mail: andisyukritammalele@gmail.com