



**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK
DISCIPLINE ON PUBLIC SERVICE QUALITY (A CASE STUDY AT
SEKOTONG TENGAH VILLAGE, SEKOTONG DISTRICT, WEST
LOMBOK REGENCY)**

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Abstract

This study aims to examine whether transformational leadership and work discipline simultaneously influence the quality of public services, as well as to investigate the individual effects of each variable on service quality. A total of 50 respondents participated in this study, comprising village officials and community members working within the administrative environment of Sekotong Village, Sekotong District. Data were collected using a saturated sampling method through questionnaire distribution and library research, then analyzed using multiple linear regression with the assistance of SPSS 27. The findings reveal three key conclusions: first, transformational leadership has a significant effect on the quality of village public services; second, work discipline similarly affects service quality; and third, both transformational leadership and work discipline together exert a significant combined influence on the quality of village public services.

Keywords: Transformational Leadership, Work Discipline, Service Quality



INTRODUCTION

Public service delivery is often seen as a direct reflection of how well a government apparatus performs in meeting the needs of its constituents. Yet in practice, problems in this area remain stubbornly persistent. Slow processing times, poor responsiveness from officials, a lack of innovation, and unprofessional work attitudes continue to draw public criticism and erode trust in government institutions. These ongoing issues make it clear that improving public service quality is not merely desirable, but urgently necessary in the pursuit of good governance.

One of the most influential factors in shaping service quality is the leadership style adopted by those in charge. Transformational leadership has attracted considerable attention for its capacity to inspire, motivate, and energize subordinates toward organizational goals that go beyond self-interest. A transformational leader is not simply someone who gives direction. They serve as a role model and mentor who cultivates trust, encourages innovation, and strengthens employee commitment. This style of leadership operates through four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of public service, transformational leaders play a pivotal role in shaping a work culture oriented toward excellence and continuous improvement.

Field observations in Sekotong Village paint a concerning picture. The problems affecting public service quality there are not abstract; they are tangible and felt directly by the community. Beyond administrative shortcomings, the issues extend to professionalism, service ethics, and the overall commitment of village officials to carrying out their duties. Many employees were found to be chronically undisciplined, arriving late, missing deadlines, and showing little regard for established service standards. These problems were compounded by a leadership style that had yet to fully take on the role of motivator and example-setter for its subordinates.

Community figures raised similar concerns during various occasions when researchers conducted observations in the field. One resident noted that village staff were often nowhere to be found when people came to the office seeking assistance. Deadline violations were also frequently reported. Tasks that officials promised to complete within three days would stretch into two weeks. Some residents even claimed that certain employees had made informal compensation requests that went well beyond any acceptable limit.



It is against this backdrop that the researchers were motivated to examine the influence of transformational leadership and work discipline on public service quality, with a specific focus on Sekotong Tengah Village, Sekotong District, West Lombok Regency.

LANDASAN TEORI/ LITERATURE REVIEW

1. Transformational Leadership

Wuradji (2014) describes transformational leadership as a leadership process in which a leader builds the commitment of followers around shared values and a common organizational vision. In a similar vein, Suwatno and Priansa (2016) define it as a leadership approach centered on interpersonal transactions between management and employees, underpinned by two core characteristics: the use of contingent rewards to motivate staff, and the application of corrective action only when subordinates fall short of performance targets.

Sukatin (2023) further elaborates that transformational leadership emphasizes a leader's capacity to influence, motivate, and inspire organizational members through intellectual stimulation, inspirational motivation, and individualized attention, ultimately driving changes in values, attitudes, and behavior that enhance overall organizational performance. Taggala (2018) adds that leadership, at its core, is a process of influencing individuals or groups toward achieving agreed-upon goals under specific conditions, and that it is closely tied to directing, team-building, and inspiring group members through both example and communication.

2. Work Discipline

Work discipline is another factor that bears significantly on the quality of public service delivery. Fitriano et al. (2020) describe it as an expression of respect toward the organization, reflected in adherence to its rules and a willingness to accept consequences when those rules are violated. Abrori et al. (2021) note that strong work discipline contributes directly to smoother task execution, while Wakhidah and Pramusinto (2020) point out that it also strengthens public trust in service providers. This is further supported by Pradana et al. (2022), who identify discipline in task execution as one of the key supporting factors in public service delivery.

3. Public Service Quality

Sarmini (2019) defines public service quality as the effort to improve the standard of services delivered to the community in a manner that is fair, transparent, responsive, and accountable, with the ultimate aim of achieving



public satisfaction. Hardiansyah (2018) expands on this by describing service quality as a dynamic condition encompassing products, services, people, processes, and the environment, one that meets or even exceeds the expectations of service users. This perspective makes clear that service quality is not judged solely by outcomes, but equally by how the service experience is perceived throughout the process.

On the international front, a study by Lee and Chon (2020) published in the *Leadership and Organization Development Journal* found that transformational leadership has a significant effect on employee communication behavior and performance, reinforcing findings at the local level. Research by Buila and Martinez (2019) similarly confirmed that transformational leadership positively influences employee performance by enhancing identification, engagement, and proactive personality traits.

RESEARCH METHOD

This study employed a survey method, with questionnaires serving as the primary instrument for data collection. This approach is well-suited to quantitative research that seeks to gather primary data directly from respondents within a defined population or sample.

The population in this study consisted of village officials and village government staff, selected to examine the influence of the Village Head's transformational leadership and work discipline on public service quality. Given that the population was relatively manageable in size, all 50 individuals were included in the study. The same 50 individuals also served as the research sample, as they were considered to meet the criteria and were directly relevant to the research objectives. Purposive sampling was chosen as the sampling technique to ensure that the data obtained would be more specific, in-depth, and aligned with the study's focus on transformational leadership, work discipline, and public service quality.

Data were collected through a structured questionnaire distributed to village officials at Sekotong Village who served as respondents in this study. The instrument was designed to measure three main variables: transformational leadership, work discipline, and public service quality. Statistical analysis was carried out using SPSS to process and interpret the data.

RESULTS AND DISCUSSION

1. Descriptive Analysis



The descriptive analysis of the transformational leadership variable indicates that the village head has effectively applied a transformational leadership style. This is reflected in the high levels of trust, motivation, inspiration, and individualized attention reported by respondents, suggesting that the village head's leadership approach has the potential to positively contribute to the work attitudes and performance of village staff.

In contrast, the descriptive results for work discipline tell a different story. The majority of respondents expressed strong disagreement with the statements presented, with 47.2% falling into the strongly disagree category and 41.9% in the disagree category. Only 6.5% responded neutrally, 7.4% agreed, and none selected strongly agree. Taken together, these figures indicate that the overall level of work discipline among respondents remains low across nearly all measured indicators.

A similarly concerning pattern emerged for public service quality. The most influential indicators were statement number one, "I feel that the quality of my work aligns with the skills I possess," at 45.3%, and statement number three, "I meet the work targets set by the village head," at 58.5%, both of which drew predominantly disagreement responses. Based on mean values, 44.9% of respondents fell into the strongly disagree category and 39.8% into the disagree category, leading to the conclusion that the overall performance of village officials remains at a low level. This is evident across multiple dimensions including work quality, target achievement, timeliness, effectiveness, independence, and the use of technology in carrying out duties.

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Transformational Leadership (X1)	50	60	100	86.18	13.018
Work Discipline (X2)	50	12	35	14.43	6.200
Service Quality (Y)	50	14	40	17.45	7.210
Valid N (listwise)	50				

The table above shows that the study involved 50 respondents in total. For the transformational leadership variable (X1), scores ranged from a minimum of 60 to a maximum of 100, with a mean of 86.18, indicating a high level of



transformational leadership. The work discipline variable (X2) ranged from 12 to 35, with a mean of 14.43, placing respondents in a moderate category. The service quality variable (Y) ranged from 14 to 40, with a mean of 17.45, also suggesting a moderate level of performance overall.

2. Partial T-Test Results

The partial t-test was conducted to determine whether each independent variable individually exerts a significant influence on the dependent variable. The test is based on a significance threshold of $p < 0.05$ and a comparison between the calculated t-value and the t-table value.

Table 2. Partial T-Test Results

No	Hypothesis	Value	Decision
1	Transformational leadership influences service quality	t-count = 3.703	Accepted
		t-table = 2.018	
		Sig = 0.000	
2	Work discipline influences service quality	t-count = 3.433	Accepted
		t-table = 2.018	
		Sig = 0.000	

The results show that the transformational leadership variable produced a significance value of 0.000, which is below the 0.05 threshold, with a t-count of 3.703 exceeding the t-table value of 2.018. The alternative hypothesis is therefore accepted, confirming that transformational leadership has a significant effect on public service quality.

For work discipline, the significance value was 0.007, also below 0.05, with a t-count of 3.433 greater than the t-table value. The alternative hypothesis is likewise accepted, confirming that work discipline significantly influences service quality.

3. Simultaneous F-Test Results

The F-test was conducted to assess whether the independent variables jointly influence the dependent variable.

Table 3. Simultaneous F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	205.002	2	42.510	7.591	.000



Residual	203.907	41	4.973		
Total	238.909	43			

a. *Dependent Variable: Service Quality (Y)*

b. *Predictors: (Constant), Transformational Leadership (X1), Work Discipline (X2)*

The significance value of 0.000 is well below the 0.05 threshold, with an F-count of 7.591 exceeding the F-table value of 3.14. This confirms that transformational leadership and work discipline, when taken together, have a significant simultaneous effect on public service quality.

4. Discussion

The simultaneous test results confirm that both transformational leadership and work discipline contribute meaningfully to public service quality when considered together. This aligns with the findings of Putra and Dewi (2020), who established that the combination of leadership and work discipline plays a significant role in improving service quality within public organizations. Hasibuan (2017) further reinforces this by positioning work discipline as a critical operative function of human resource management that directly impacts organizational performance.

Regarding transformational leadership specifically, the partial t-test results with a significance value of 0.000 and a t-count of 3.703 confirm its significant individual effect on service quality. Dominant indicators such as individualized attention, motivational support, and recognition of service quality reflect the dimensions of individualized consideration and inspirational motivation as outlined by Bass and Riggio (2006). These findings are consistent with those of Qalati et al. (2022), who demonstrated that transformational leadership positively influences performance and service quality in public organizations.

As for work discipline, the partial test results with a significance value of 0.007 and a t-count of 3.433 confirm its significant effect as well. While some respondents acknowledged inconsistencies in adhering to formal working hours, discipline as a whole continued to contribute to task completion and accountability. Rivai (2018) describes work discipline as adherence to organizational rules and work standards that directly affect productivity and service delivery. This is further supported by Ramandanto (2022), who found that work discipline has a positive and significant influence on employee performance.

Policy Synthesis

The findings of this study make it evident that work discipline and transformational leadership, when applied together, produce a meaningful and



measurable impact on service quality at the Sekotong Village Office. This suggests that both factors are not peripheral concerns but central pillars in any serious effort to elevate the standard of services delivered to the community.

The simultaneous F-test results indicate a clear pattern: the stronger the work discipline among village officials and the more effectively transformational leadership is practiced, the better the resulting service quality tends to be. The reverse is equally true. When either of these two elements is weak or inconsistently applied, the quality of services provided to the public is likely to suffer.

A closer look at the questionnaire data on work discipline reveals that a large proportion of respondents expressed strong disagreement with the statements presented, particularly those related to compliance with end-of-work-hour regulations. This points to a concrete and recurring problem: most employees have not been fully adhering to established working hour requirements, especially when it comes to staying until the designated end of the workday. This reflects a broader weakness in the application of work discipline within the organization, one that carries direct consequences for how effectively tasks are carried out and how well the public is served.

The partial t-test results further confirm that work discipline on its own is a significant determinant of service quality at the Sekotong Village Office. This reinforces the view that the level of employee discipline is not simply an internal management concern but a factor that directly shapes the quality of services experienced by the community.

CONCLUSION

Based on the analysis conducted in this study, three main conclusions can be drawn. First, transformational leadership has a significant effect on the quality of public services at the Sekotong Village Office, Sekotong District, West Lombok Regency. Second, work discipline similarly has a significant effect on the quality of services delivered by village officials at the same office. Third, when examined together, both transformational leadership and work discipline jointly and significantly influence public service quality at the Sekotong Village Office, Sekotong District, West Lombok Regency.

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