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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND WORK MOTIVATION ON ORGANIZATIONAL COMMITMENT (STUDY ON THE STATE CIVIL APPARATUS OF THE PUSKESMAS CIHAURBEUTI)

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Abstract. This research was conducted with the aim of analyzing the extent to which transformational leadership and work motivation affect the level of organizational commitment to the State Civil Apparatus/ ASN employees working at the Puskesmas Cihaurbeuti. The approach applied in this study is a quantitative approach using a descriptive method. The population is 43 ASN employees, and the sampling method in this study uses purposive sampling techniques, with a total of 41 ASN employees, with a focus on the research on the employee's perspective on the application of leadership style applied by agency superiors. The data analysis process was carried out using the IBM SPSS Statistics 26 application. The results of the study show that transformational leadership and work motivation simultaneously do not affect organizational commitment. However, this study also found that transformational leadership has a positive influence on organizational commitment, both directly and indirectly. In addition, work motivation has been proven to have a positive and significant effect on organizational commitment directly or indirectly. Thus, agencies are advised to continue to be able to improve the quality of the implementation of transformational leadership styles and better work motivation to be able to increase employee loyalty, so as to increase organizational commitment to ASN employees at the Puskesmas Cihaurbeuti.

Keywords: Transformational Leadership; Work Motivation; Organizational Commitment.

1. Introduction

Human Resources (HR) have a very crucial role and are an inseparable part of the sustainability of an organization, both in government institutions and companies. HR serves as the main factor that determines the development and progress of the organization. Essentially, human resources are individuals who play an active role in the organization as executors, thinkers, and strategists in an effort to realize the goals that have been set. Good HR management is essential to increase productivity and organizational loyalty. Every agency has a goal, and to achieve that goal, the organization needs individuals who are responsible and have good performance. The Puskesmas is a health service unit that acts as a provider of medical services for the community in sub-districts in Indonesia, under the Ministry of Health of the Republic of Indonesia. Employee performance greatly affects service satisfaction to the community, especially in Cihaurbeuti District which plays an important role in providing the best service.

In public service agencies, which are the focus of this research, Puskesmas agencies play an important role in ensuring the implementation of optimal health services for the community. As a health service unit that is the first level, the Puskesmas has a role to provide services that are agile and focus on the satisfaction of service users. In this case, the quality of the services produced is not only determined by the availability of complete facilities and infrastructure, but also depends on the quality of human resources who carry

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out services. One of the main factors that can affect the performance of HR is the level of organizational commitment possessed by employees.

Organizational commitment has an important role, because it is closely related to loyalty, emotional closeness, employee willingness to continue working and the willingness of employees to make the best contribution to the agency. When an employee has a high commitment, generally the employee is more responsible in carrying out his duties, by showing attention to the achievement of organizational goals, and being encouraged to provide maximum service to the community. On the other hand, if the organization's commitment is low, this can trigger a decrease in productivity, increased employee absenteeism and a decrease in the quality of services provided.

In the Puskesmas environment, problems related to organizational commitment are still often found and are challenges that need to be considered. Various phenomena that occur such as low discipline, lack of sense of belonging to the workplace, and the implementation of tasks that are not optimal often appear and have an impact on the quality of service. This can be caused by several factors, such as a less effective leadership style, a lack of work motivation, a suboptimal reward system, and less supportive working conditions and environments.

Work motivation can be interpreted as encouragement both from internal and external sources that encourage a person to do work with dedication, enthusiasm, and efficiency. It includes all the factors that influence a person's decision to put in the effort and commit to their work. This is in line with previous research that when the motivation in an employee increases, it can encourage an increase in organizational commitment, which is a condition where employees show alignment with the organization and the goals to be achieved, and have the desire to remain part of the organization. (Suratno & Mohammad Fuazan, 2023)

In addition, the existence of work motivation in an employee can also be influenced by the leadership style applied by the leader in the organization. A leader is an individual who has the capacity to move and direct both individuals and groups to work together to achieve the goals that have been set. (Soetopo in Humaisi S et al., 2024). Effective leadership will ensure and pay attention to the needs needed by its employees, so that it will indirectly affect the motivation of employees.

There is a two-factor model of motivation, which consists of motivational factors, namely motivations that originate from within a person or called intrinsic motivation. And the hygiene factor is the motivation that comes from outside the individual and affects a person's behavior in his life or called extrinsic motivation. In this study, the researcher focuses attention on the type of motivation that comes from factors outside the individual or called extrinsic motivation (Herwati et al., 2023).

To be able to encourage increased work motivation in employees, transformational leadership styles are the most effective approach to implement. Where this leadership style is a leadership style that focuses on efforts to inspire, encourage motivation, and optimize the best abilities and potential of each individual in the team (News L., 2025). When an employee feels transformational leadership and high motivation, work motivation increases, which ultimately affects the employee's commitment to the organization. This is in line with previous research that shows that when applied a transformational leadership style and the presence of work motivation in employees can affect the level of organizational commitment (Anisyahfitri & Rizal, 2023).

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The focus of this research is based on the problems that occur at the Puskesmas Cihaurbeuti regarding the level of organizational commitment, which is supported by data from the 2024 Community Satisfaction Survey Report on service elements.

Based on the report on the results of the data processing analysis of the 2024 Community Satisfaction Survey, UPTD Puskesmas Cihaurbeuti, Ciamis Regency, stated that of the 10 (ten) service elements, there are still 3 (three) service elements that are the lowest and are the weak points, namely requirements, service time, and procedures.

Table 1. Information on Perception Value, Interval Value, Conversion Interval Value, Service Quality and Service Unit Performance

Perception Value	Interval Value	Conversion Interval Value	Service Quality	Service Unit Performance
1	1,00 – 2,5996	25,00 – 64,99	D	Bad
2	2,60 – 3,064	65,00 – 76,60	C	Not Good
3	3,0644 – 3,532	76,61 – 88,30	B	Good
4	3,5324 – 4,00	88,31 – 100,00	A	Excellent

Source: Report on the Results of the Community Satisfaction Survey of the Puskesmas Cihaurbeuti in 2024.

Table 2. Details of the Community Satisfaction Survey Value of UPTD Puskesmas Cihaurbeuti

No	Elements of Service	Value	Information
1	Requirement	81.29	Requirements according to the type of service provided
2	Procedure	82.41	The system, mechanism and procedure are simple and uncomplicated
3	Service Hours	82.01	Fast in providing service
4	Fare	90.04	Services are provided for free/very cheaply in accordance with laws and regulations
5	Service Products	83.04	Product specification of the type of service according to the type of service provided
6	Service competence	83.21	Service officers are competent in providing services
7	Officer Behavior	84.33	Service officers are polite and friendly in providing services
8	Unofficial Levy	95.80	There are no unofficial levies in the management of a type of service
9	Complaint Handling	93.57	Complaint handling is well managed
10	Facilities and Infrastructure	85.49	The condition of service infrastructure facilities is good to support the implementation of public services

Source: Report on the Results of the Community Satisfaction Survey of the Puskesmas Cihaurbeuti in 2024.

With the existence of problems or three service elements that are weak points in the service elements at the Puskesmas Cihaurbeuti, this is something that needs to be researched, considering the importance of ensuring the implementation of optimal health services for the community and to be able to achieve organizational goals optimally. Therefore, the author conducted a study entitled "The Influence of Transformational Leadership and Work Motivation on Organizational Commitment (Study on the State Civil Apparatus of the Puskesmas Cihaurbeuti)".

2. Research Methods

This study applies a quantitative method with a survey approach. The main objective is to analyze the influence of independent variables on dependent variables, either directly or through indirect relationships. Data collection was carried out by distributing questionnaires to respondents, then the results were analyzed using the IBM SPSS Statistics 26 statistical tool. The data used is included in the primary category, which

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is information obtained directly by the researcher from the research object to answer the formulation of the research question and test the hypothesis that has been formulated previously (Arikunto, S, 2019). The population in this study is 43 ASN employees at the Puskesmas Cihaurbeuti (consisting of 2 leaders/superiors of agencies and 41 employees).

In this study, sample determination was carried out using *the purposive sampling* method. *Purposive sampling* is a method of sample selection that is carried out by considering certain criteria or considerations (Sugiyono, 2019). This method was chosen because not all individuals in the population meet the criteria relevant to the focus of the study, namely the criteria for respondents in this study is to assess employees' perceptions of the leadership style applied by their superiors. Therefore, the number of samples in this study is 41 ASN employees at the Puskesmas Cihaurbeuti. The data collection technique uses questionnaires, using the Likert Scale which has a rating range from 1 to 5. Before being used, the research instrument first passes the validity and reliability test stage to ensure that each question item is really able to measure the variables in question precisely and consistently. In addition, data analysis is carried out with path analysis, with the aim of understanding the interaction between variables in a network. The variables are mixed in a path chart that shows the relationships between them (Wardhana, 2024).

3. Results and Discussion

The results of the analysis of responses regarding the highest and lowest scores of employees from each variable can be seen as follows.

Table 3. Recapitulation of Variable Scores (X₁), (X₂) and (Y) in ASN Employees of Puskesmas Cihaurbeuti

Variable	Question Description	Targeted Score	Achieved Score	Criterion
1. Transformational Leadership (X₁)	X1.1	205	166	Moderate
	X1.2		166	Moderate
	X1.3		162	Moderate
	X1.4		165	Moderate
	X1.5		167	Moderate
	X1.6		162	Moderate
	X1.7		164	Moderate
TOTAL		1.435	1.152	
2. Work Motivation (X₂)	X2.1	205	169	Moderate
	X2.2		165	Moderate
	X2.3		168	Moderate
	X2.4		167	Moderate
	X2.5		169	Moderate
	X2.6		170	Moderate
	X2.7		164	Moderate
TOTAL		1.435	1.172	
3. Organizational Commitment (Y)	Y1	205	134	Low
	Y2		140	Low
	Y3		135	Low
	Y4		139	Low
	Y5		137	Low
	Y6		138	Low
TOTAL		1.435	823	

Source: Results of the Puskesmas Cihaurbeuti ASN Employee Questionnaire, 2025

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Table 4. Rating Classification for Each Indicators

Value Interval	Classification of Assessments
1.768 – 2.100	Very High
1.431 – 1.767	High
1.094 – 1.430	Moderate
757 – 1.093	Low
420 – 756	Very Low

Source: Primary Data Processing, 2023

Based on the classification of assessments for the transformational leadership variable (X_1), the score obtained was 1.152. This shows that the transformational leadership of ASN employees of the Puskesmas Cihaurbeuti is in a fairly good classification. This is reflected in the leadership encouraging employees to achieve goals, providing flexibility in conveying ideas, showing concern for potential development, and giving trust to ASN Puskesmas Cihaurbeuti.

For the work motivation variable (X_2), the score obtained was 1,172. This shows that the work motivation of ASN employees of the Puskesmas Cihaurbeuti is in a fairly good classification, shown by the provision of incentives, a comfortable and supportive work environment. This can increase the work motivation of ASN employees of the Puskesmas Cihaurbeuti.

And for the organizational commitment variable (Y), the score obtained from the variable was 823. This shows that the organizational commitment of ASN employees of the Puskesmas Cihaurbeuti is at a low classification. This is shown by the lack of affective commitment, continuity commitment and normative commitment.

Test Instrument Detailed Test Instruments

The following table shows the results of tests conducted to measure the validity and reliability of research instruments:

Table 5. Instrument Tests Validity Test Results and Reliability Tests

Variable	R Table	Question Description	R Count	Cronbach's Alpha
1. Transformational Leadership (X_1)	0.3008	X1.1	0,835	0.810
		X1.2	0,835	
		X1.3	0,668	
		X1.4	0,480	
		X1.5	0,561	
		X1.6	0,658	
		X1.7	0,744	
2. Work Motivation (X_2)	0.3008	X2.1	0,674	0,789
		X2.2	0,657	
		X2.3	0,809	
		X2.4	0,860	
		X2.5	0,703	
		X2.6	0,653	
		X2.7	0,414	
3. Organizational Commitment (Y)	0.3008	Y1	0,647	0.839
		Y2	0,774	
		Y3	0,822	
		Y4	0,716	
		Y5	0,712	
		Y6	0,805	

Source: IBM SPSS Data Processing Statistics 26, 2025

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Based on the results of the validity test, the value of R was obtained from the calculation of $> R$ table 0.3008 from each variable (X_1), (X_2) and (Y). These findings indicate that all indicators used in measuring each variable are valid. The results of the reliability test analysis showed that each variable (X_1), (X_2) and (Y) had a Cronbach's alpha $>$ value of 0.70. This shows that all variables are reliable. This means that the results of the respondents' answers are consistent, so that they can be used for further analysis.

Path Analysis

Figure 1. below shows the relationship or correlation and the value of the path coefficient between variables (X_1) and (X_2) to (Y). The relationship value between (X_1) and (X_2) is 0.590, which indicates that the two variables have a positive correlation. The results of the calculation of the path coefficient show that (X_1) to (Y) is 0.027, while the influence of (X_2) to (Y) is 0.252. In addition, there is an influence of other variables that were not studied in this study, which also affect variables (Y) outside of variables (X_1) and (X_2). The value of the path coefficient for the residual variable against the variable (Y) is 0.962.

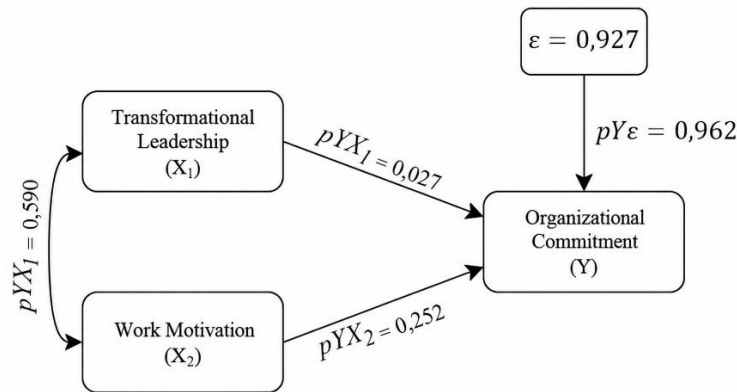


Fig 1. Structural Relationship between Variables X_1 , X_2 against Y

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This discussion can be presented by calculating the direct and indirect influence between transformational leadership variables (X_1), work motivation (X_2), and organizational commitment (Y). In the table below.

Table 6. Direct and Indirect Influence of Variables X_1 , X_2 on Y

No	Variable Name	Formulation	Result
1. Transformational Leadership (X_1)			
a.	Direct influence of X_1 on Y	$(0.027)^2$	0,001
b.	Indirect influence of X_1 on Y through X_2	$(0,027) (0,590) (0,252)$	0,004
	Effect of total X_1 on Y	$(0,001) + (0,004)$	0,005
2. Work Motivation (X_2)			
a.	Direct effect of X_2 on Y	$(0.252)^2$	0,063
b.	The indirect influence of X_2 on Y through X_1	$(0,252) (0,590) (0,027)$	0,004
	The total influence of X_2 on Y	$(0,063) + (0,004)$	0,067
3.	Total influence of X_1 and X_2 on Y	$(0,005) + (0,067)$	0,072
4.	Other Unexamined Influences	$1 - (0,072)$	0,928

Source: Primary Data Processing, 2025

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Table 6 shows the direct and indirect influence of each variable. Transformational leadership (X_1) to the organization's direct commitment (Y) is 0.001 or 1%, meaning that transformational leadership has a positive effect on the organization's direct commitment of 1%. This may happen because employees have not fully experienced the application of a transformational leadership style that is able to provide inspiration, motivation, and attention to the needs of each individual.

Meanwhile, the indirect influence of transformational leadership (X_1) on organizational commitment (Y) through work motivation (X_2) showed a value of 0.004 or equivalent to 4%, which means that transformational leadership had an indirect influence on organizational commitment through an increase in work motivation by 4%. With the higher or lower along with the change in the level of implementation of the transformational leadership style, it will have an impact on the high or low level of organizational commitment. The overall influence of transformational leadership (X_1) on organizational commitment (Y) is 0.005 or 5%, meaning that transformational leadership has an effect or there is a positive influence on organizational commitment.

This is in line with previous research that shows that when transformational leadership is implemented, it will affect the level of organizational commitment. Although in the context of this study, the effect value was 4%. This still illustrates that the more effective the implementation of transformational leadership, the level of organizational commitment will also increase. (Jiatong et al., 2022)

Work motivation (X_2) has a direct influence on organizational commitment (Y) of 0.063 or equivalent to 63%, which shows that the higher the work motivation, the higher the organizational commitment. This is reflected in the provision of incentives, a conducive work environment, and good workplace support, all of which contribute to increasing organizational commitment. In other words, when the work motivation of ASN employees at the Puskesmas Cihaurbeuti increases, their commitment to the organization will also increase.

Meanwhile, the indirect influence of work motivation (X_2) on organizational commitment (Y) through transformational leadership (X_1) was 0.004 or 4%, which means that work motivation also affected organizational commitment indirectly through transformational leadership roles by 4%. By applying an effective leadership style, in this case the application of transformational leadership, it will have an impact on the level of commitment of the organization. Overall, the effect of work motivation (X_2) on organizational commitment (Y) was 0.067 or equivalent to 67% which showed a positive and significant influence. These results are in line with previous research that stated that work motivation has an influence on the level of organizational commitment (Septiyani & Fauzan, 2023).

And overall, there was an influence on the variables of transformational leadership (X_1) and work motivation (X_2) on organizational commitment (Y) of 0.072 or 7.2%. As for other influences that were not studied on organizational commitment to ASN Puskesmas Cihaurbeuti of 0.928 or 92.8%, it means that there are other factors that can affect organizational commitment.

4. Conclusions And Recommendations

Based on the results of the analysis on "The Influence of Transformational Leadership and Work Motivation on Organizational Commitment (Study on the State Civil Apparatus of the Puskesmas Cihaurbeuti)", it can be concluded that there is a direct

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influence between transformational leadership on organizational commitment of 1%, while the indirect influence of transformational leadership on organizational commitment through work motivation is 4%. The overall influence of transformational leadership on organizational commitment is 5%. Then there is a direct influence of work motivation on organizational commitment (Y) by 63%, while the indirect influence of work motivation on organizational commitment through transformational leadership is 4%. And overall, the influence of work motivation on organizational commitment was 67%.

Overall, there was an influence on transformational leadership variables and work motivation on organizational commitment by 7.2%. As for other influences that were not studied on organizational commitment in Cihaurbeuti ASN employees of the Puskesmas Cihaurbeuti at 92.8%, it means that there are other factors that can affect organizational commitment. And for further research, it is recommended to further examine or add other variables that have the potential to affect organizational commitment, such as workload, job satisfaction, compensation, and other relevant factors. In addition, future studies can also be conducted in a wider sector and involve a more diverse number of research subjects.

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