JAFM: Journal of Accounting and Finance Management
E-ISSN: 2721-3013
P-ISSN: 2721-3005
https://dinastires.org/JAFM dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jafm.v6i4

The Influence of Transformational Leadership and Organizational Culture on Public Service Quality Through Innovation at the Transportation Agency of West Tanjung Jabung Regency

Nurhamdi Nurhamdi[1], Pantun Bukit[2], Ali Akbar[3]
[1]Universitas Batanghari, Jambi, Indonesia, amdhie23@gmail.com
[2]Universitas Batanghari, Jambi, Indonesia, pantunbukit97@gmail.com
[3]Universitas Batanghari, Jambi, Indonesia, aliakbar060873@gmail.com

Corresponding Author: amdhie23@gmail.com[1]

Abstract: This study aims to determine and describe transformational leadership, organizational culture, innovation and quality of public services in the Transportation Agency of West Tanjung Jabung Regency, as well as to determine and analyze the influence of transformational leadership and organizational culture through innovation on the quality of public services in the Transportation Agency of West Tanjung Jabung Regency. This study was conducted at the Transportation Agency of West Tanjung Jabung Regency. The population is the community who receive service benefits from the Transportation Agency of West Tanjung Jabung Regency based on Counter, Route and Vehicle data of 290 people, while the sample size in this study uses Slovin theory with a margin of error of 10% so that 75 people are obtained. This study uses a quantitative approach with a survey method and uses Partial Least Square (PLS) data analysis. The results of the study indicate that transformational leadership and organizational culture have been proven to influence service quality, both directly and through innovation. Directly, leaders who are able to provide inspiration, motivation, and clear direction encourage employees to work more optimally, while a strong organizational culture forms a positive and service-oriented work attitude. Indirectly, both encourage innovation, such as new ideas, updated procedures, and the use of technology, which makes service faster, more effective, and more satisfying. This demonstrates that innovation is a crucial link between leadership, organizational culture, and improved service quality.

Keywords: Transformational Leadership, Organizational Culture, Innovation, Public Service Quality

INTRODUCTION

Public service is a primary function of government in achieving public welfare. Good service quality is an indicator of bureaucratic success and strengthens the government's legitimacy in the eyes of the public. Therefore, every agency is required to continuously improve service standards to meet the increasingly complex demands of society (Adhiguna, 2023).

However, public services are influenced not only by standard procedures but also by internal organizational dynamics. Leadership style and organizational culture play a significant role in shaping employee behavior, work morale, and service responsiveness. Visionary leaders can inspire and facilitate employees, thereby encouraging innovation in service delivery (Lassa, 2021).

Innovation itself is a crucial strategy for improving the quality of public services. This can take the form of digitalizing permits, simplifying procedures, and utilizing service applications. Research by Fathi (2024) shows that technology-based traffic management innovations can reduce public complaints by up to 18% in a year. This demonstrates that the right innovation can have a real impact on society.

However, there are still limitations in implementing innovation in the public sector, especially if it is not supported by strong leadership and an adaptive organizational culture. Kakama (2024) emphasized that innovation cannot be optimal if the bureaucratic work environment is bureaucratic and resistant to change. Therefore, synergy between leadership, organizational culture, and innovation is key to improving public services.

A similar situation exists in West Tanjung Jabung Regency. The local Transportation Agency continues to face various challenges in providing transportation services, ranging from slow officer response, lack of procedural transparency, and limited digital innovation (Rahmanto, 2024). The Public Satisfaction Index (PSI) has stagnated in the "Good" category over the past five years, with no significant improvement towards the "Very Good" category. This indicates fundamental problems with leadership and organizational culture that have not yet been able to drive innovation.

Given the critical role of transportation in supporting social and economic mobility, this study attempts to empirically analyze the influence of transformational leadership and organizational culture on the quality of public services through innovation at the Transportation Agency of West Tanjung Jabung Regency. The results are expected to contribute both theoretically to the public management literature and practically to formulating strategies for improving transportation services in the region.

METHOD

This study uses a quantitative approach with the aim of analyzing the influence of transformational leadership and organizational culture on the quality of public services through innovation. The quantitative approach was chosen because it is able to provide measurable and objective results based on numerical data. According to Sugiyono (2016), quantitative methods emphasize testing theories through measuring research variables with numbers and statistical data analysis.

The population of this study was all users of transportation services in Tanjung Jabung Barat Regency, totaling 290 people, consisting of users of various ticket counters and transportation companies. The sample was determined using the Slovin formula at a 10% error rate, resulting in 75 respondents. Sampling was carried out using purposive sampling techniques, considering that the respondents were direct users of transportation services. According to Hendryadi (2019), purposive sampling allows researchers to select samples based on the research objectives so that the results are more representative.

Data analysis was performed using Partial Least Square (PLS) through the SmartPLS 3.0 application. The PLS method was chosen because it can be used on small samples, data that is not normally distributed, and is capable of analyzing latent variable relationships simultaneously. Ghozali (2015) explains that PLS is a variance-based analysis method suitable for both exploratory and confirmatory research. Model evaluation was conducted through an outer model test to measure the validity and reliability of the instrument, as well as an inner model test to examine the strength of the relationship between variables and test the hypothesis.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1 below presents the distribution of respondents based on these demographic characteristics. This data not only helps identify the dominant groups that are the targets of services, but also serves as a basis for adjusting innovation strategies and improving service quality in accordance with the needs and capacities of respondents. By understanding this profile, it is hoped that the research findings can provide more targeted recommendations in the context of leadership, organizational culture, and service innovation in the public sector. The following are details of the characteristics of respondents involved in the study:

Table 1. Respondent Profile

Characteristics	Information	Frequency (People)	Ratio (%)
Age Group (Years)	< 25	2	2,67
	25 – 35	41	54,67
	36 – 45	25	33,33
	46 – 55	6	8,00
	55 >	1	1,33
Amount		**75**	**100**
Education	≤ High School or Equivalent	57	67,06
	Diploma	4	4,71
	Bachelor's Degree (S1)	24	28,24
Amount		**85**	**100**
Working Period Group (Years)	< 5	22	29,33
	5 – 10	32	42,67
	11 – 15	11	14,67
	16 – 20	6	8,00
	21 – 25	1	1,33
	> 25	3	4,00
Amount		**75**	**100**

Source: processed data (2025)

Descriptive Research Variables

Descriptive statistical analysis in this study aims to describe in detail the characteristics of each variable observed based on the respondents' answers on the Likert scale questionnaire. This study covers four main variables, namely transformational leadership, organizational culture, innovation, and service quality at the Transportation Agency of Tanjung Jabung Barat Regency. Through this analysis, it is possible to identify respondents' perceptions of each indicator measured, from the lowest to the highest scores, as well as their assessment categories. The results of this descriptive analysis provide a basis for understanding the actual conditions in the field before testing the relationship between variables, thus providing an initial overview of aspects that are already functioning well and those that still need improvement.

Table 2. Descriptive Research Variables

No	Hypothesis	Score	Range	Results	Decision
1.	X1_Transformational Leadership	2.237	2.040 – 2.529	Good	Hypothesis Accepted
2.	X2_Organizational Culture	2.254	2.040 – 2.529	Good	Hypothesis Accepted
3.	Y_Innovation	2.229	2.040 – 2.529	High	Hypothesis Accepted
4.	Z_Quality of Public Services	2.826	2.550 – 3.149	Good	

Source: processed data (2025)

Data Analysis Results

This study adopts the Partial Least Square (PLS) technique as a data analysis approach. PLS is a variant of Structural Equation Modeling (SEM) that is oriented towards components

and variants. For analysis purposes, Smart PLS 3.0 software was used, which was specifically developed for variant-based structural equation modeling. The analysis process with Smart PLS was carried out in two main phases: (1) evaluation of the outer model to test the validity of the research construct, and (2) testing of the inner model to prove the proposed hypothesis relationship.

1. Measurement Model Analysis (Outer Model)

The outer model assessment in PLS-SEM analysis using SmartPLS 3.0 covers three main aspects: convergent validity, discriminant validity, and composite reliability. Convergent validity in the reflective indicator measurement model is evaluated through the correlation between item/component scores generated by SmartPLS 3.0. An indicator is considered to meet the criteria if it has a loading factor value of at least 0.70 against the measured construct. In this study, the loading factor threshold value was set at 0.70 as the evaluation standard. The test results show the following findings:

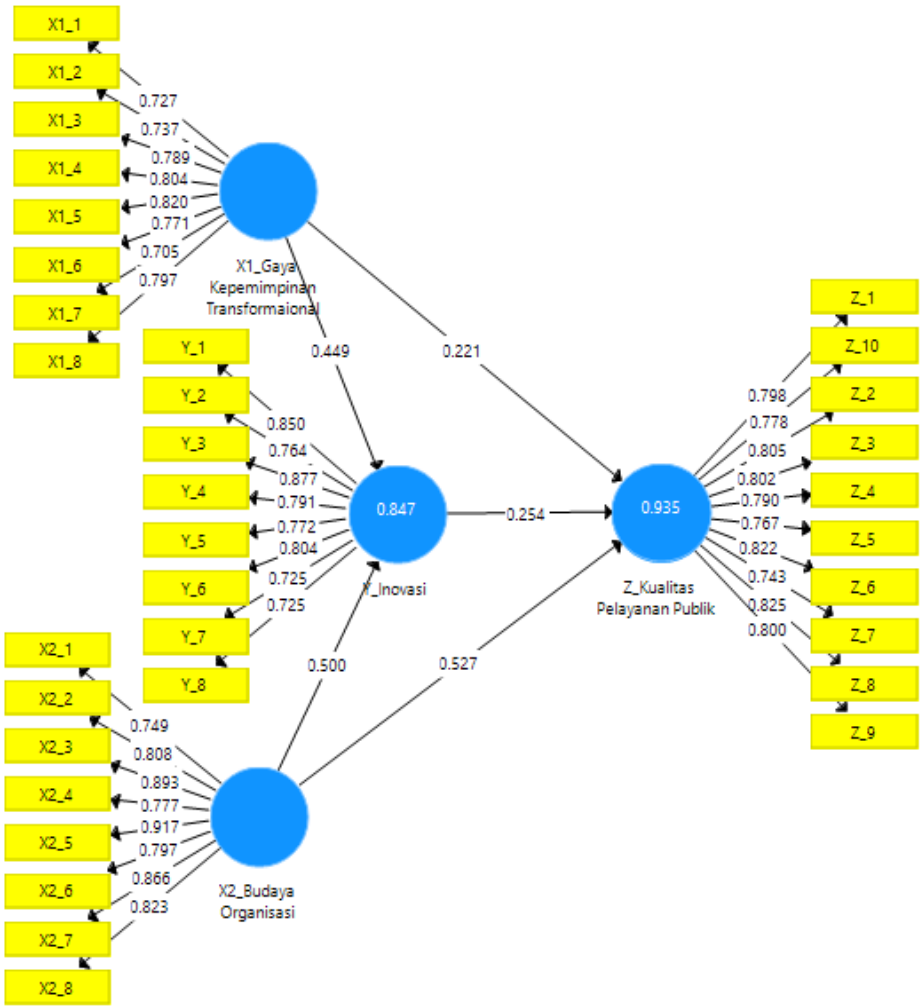

Figure 1. Outer Model

The figure above shows that all indicators of the observed variables (Transformational Leadership Style, Organizational Culture, Invasion, and Quality of Public Services) have loading values above 0.7, which means they are very strong in measuring their respective constructs. Outer loading is an indicator of convergent validity, and the ideal value is above 0.70. Therefore, all indicators in this study are declared valid and statistically significant in representing the latent variables studied. In addition, the reliability test results conducted through Composite Reliability and Cronbach's Alpha for the four variables observed also showed values above the recommended minimum threshold of 0.70, indicating that the

indicators in each construct were very consistent in measuring the variables. The highest value was seen in the X1_Organizational Culture variable with a Composite Reliability of 0.935, while the lowest was in the X1_Transformational Leadership variable with a Composite Reliability of 0.901. This proves that each indicator in the construct has a very good internal correlation.

2. Structural Model Analysis (*Inner Model*)

a. R–Square value (*Coefficient of determination*)

The coefficient of determination (R^2) serves as an indicator that measures the proportion of variance in the endogenous construct that can be explained by the exogenous construct in the model. In structural model evaluation, the R^2 value reflects the overall predictive power of the model. Based on the criteria of Hair et al. (2017), there are three categories of R^2 value interpretation: 1) A value of 0.75 indicates high predictive power; 2) A value of 0.50 indicates moderate predictive power; and 3) A value of 0.25 represents relatively weak predictive power. The results of the coefficient of determination calculation for this research model are presented in the following table:

Table 3. R Square Value

	R Square	Adjusted R Square
Y_Innovation	0,847	0,842
Z_Public Service Quality	0,935	0,933

Source: SmartPLS 3.0 output (2025).

Based on Table 3, this research model shows excellent predictive power, as reflected in the high R-Square and Adjusted R-Square values for both endogenous variables. For the innovation variable, the R-Square value is 0.847 and the Adjusted R-Square value is 0.842. This figure indicates that 84.2%–84.7% of the variance in innovation can be explained by exogenous constructs (transformational leadership and organizational culture), which is considered strong based on the criteria of Hair et al. (2017) ($R^2 > 0.75$).

Meanwhile, for the service quality variable, the R-Square value obtained was 0.935 (93.5%), and the Adjusted R-Square value was 0.933. This means that 93.3%–93.5% of the variance in service quality is predicted by exogenous constructs (transformational leadership and organizational culture), including innovation as a mediator. This value is very strong ($R^2 > 0.75$).

b. F-Square Value (f^2 *Effect Size*)

F-square testing was conducted to assess the significance of an exogenous construct's contribution to changes in R-square values when that construct was removed from the model. The effect size interpretation criteria based on Hair et al. (2017) are as follows: 1) A value of 0.02 indicates a small effect; 2) A value of 0.15 indicates a moderate effect; 3) A value of 0.35 represents a large effect; and 4) A value below 0.02 proves that the variable does not have a significant effect. The F-square calculation results for this research model are presented in the following table:

Table 4. F Square Value

	Y_Innovation	Z_Public Service Quality
X1_Transformational Leadership	**0,294**	0,130
X2_Organizational Culture	**0,365**	**0,705**
Y_Innovation		**0,154**

Source: SmartPLS 3.0 output (2025)

Based on the SmartPLS analysis results presented in Table 4, the influence of the research variables can be interpreted as follows:

1) The influence of X1_Transformational Leadership on Y_Innovation (0.294): shows that transformational leadership has a moderate influence on innovation. This means that changes in transformational leadership can have a significant impact in encouraging innovation in organizations.
2) The effect of X1_Transformational Leadership on Z_Quality of Public Services (0.130): indicates a weak effect. This means that transformational leadership does not have a direct impact on improving the quality of public services, or its influence may be mediated by other variables (e.g., innovation).
3) The effect of X2_Organizational Culture on Y_Innovation (0.365): falls into the moderate to strong category, indicating that organizational culture plays an important role in driving innovation. The stronger the supportive organizational culture, the higher the level of innovation produced.
4) The effect of X2_Organizational Culture on Z_Quality of Public Services (0.705): indicates that organizational culture is a key factor in improving the quality of public services. Good organizational practices and values directly contribute to more effective services.
5) The effect of Y_Innovation on Z_Quality of Public Services (0.154): indicates a weak effect. Innovation does contribute to the quality of public services, but its role is not as significant as organizational culture or transformational leadership.

c. Model Testing Analysis Results (Path Coefficient)

The analysis of structural model testing (hypothesis) aims to determine the relationship between constructs. The results of structural model testing are obtained through bootstrapping after removing invalid items from the model. The results of structural model testing are explained in Table 5 below.

Table 5. ***Path Coefficient***

	Path Coefficient
X1_ Transformational Leadership -> Y_Innovation	0,449
X2_Organizational Culture -> Y_ Innovation	0,500
X1_ Transformational Leadership -> Z_ Public Service Quality	0,221
X2_ Organizational Culture -> Z_ Public Service Quality	0,527
Y_ Innovation -> Z_ Public Service Quality	0,254
X1_ Transformational Leadership -> Y_ Innovation -> Z_ Public Service Quality	0,114
X2_ Organizational Culture -> Y_ Innovation -> Z_Public Service Quality	0,127

Source: SmartPLS 3.0 output (2025).

Based on the results of the *patch coefficient* analysis in Table 4 above, the following conclusions can be drawn:

1) Transformational Leadership on Innovation has a *Path Coefficient* of 0.449. This shows that transformational leadership directly encourages innovation. Every 1 unit increase in transformational leadership will increase innovation by 0.449 1 units.
2) The influence of organizational culture on innovation shows a path coefficient of 0.500. This influence is stronger than X1, indicating that organizational culture is a key factor in increasing innovation.
3) The influence of transformational leadership on public service quality shows Path Coefficients of 0.221. The influence is positive but relatively weak, meaning that transformational leadership has a limited contribution to directly improving public service quality.

4) Organizational culture on public service quality shows Path Coefficients of 0.527. This is the strongest influence in the model, confirming that organizational culture is the main driver of public service quality.
5) Innovation on public service quality has a Path Coefficients value of 0.254. This shows a positive and significant influence, indicating that innovation contributes to improving service quality, although not as much as organizational culture.
6) Transformational leadership through innovation on public service quality has a Path Coefficients value of 0.114. This value indicates that innovation mediates some of the influence of transformational leadership on service quality, with a small effect.
7) Organizational culture through innovation on public service quality has a Path Coefficients value of 0.127. The mediating effect is similar to X1, but slightly stronger. Innovation acts as a mediator that strengthens the relationship between organizational culture and service quality.

d. Hypothesis Testing

The hypothesis in this study can be accepted if the results are in accordance with the *Rule of Thumb*, if the p value < 0.05, or the t-statistic > 1.96, the significance value that can be used (*one-tailed*) t-value 1.96 (significance level = 5%). The model of the research construct relationship using the *bootstrapping* method can be seen in the following figure.

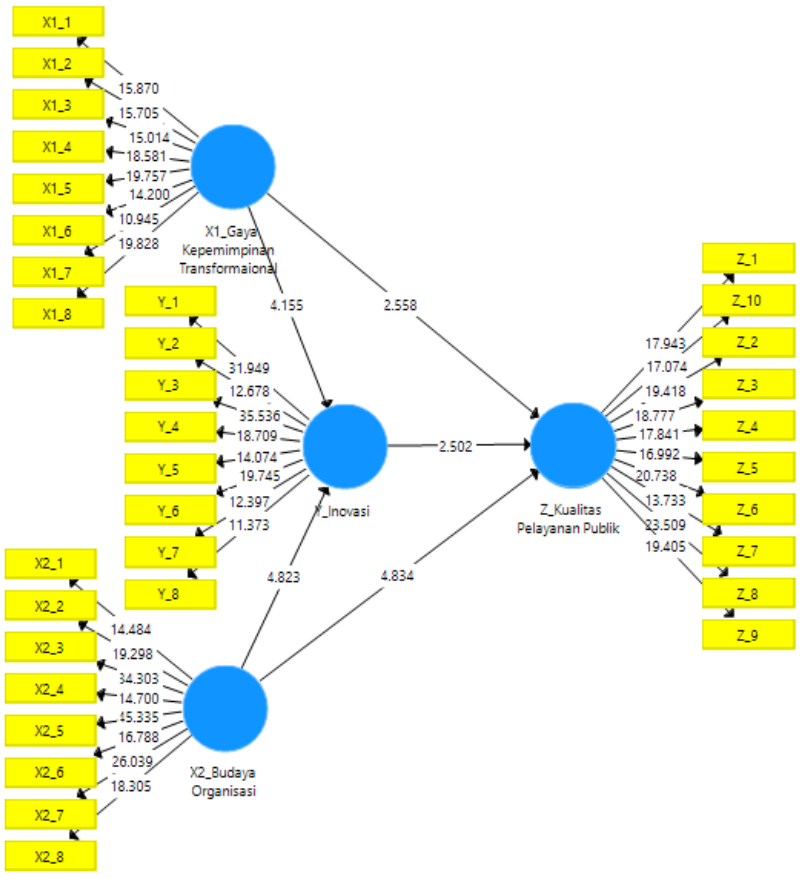

Figure 2. Research Construct Relationship Model Using the Bootstrapping Method

The results obtained in Figure 2 above using the bootstrapping method can also be seen in the following table:

Table 5. Results of Direct and Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1_Transformational Leadership -> Y_ Innovation	0,449	0,455	0,108	4,155	**0,000**
X2_ Organizational Culture -> Y_ Innovation	0,500	0,495	0,104	4,823	**0,000**
X1_ Transformational Leadership -> Z_ Public Service Quality	0,221	0,229	0,086	2,558	**0,011**
X2_ Organizational Culture -> Z_ Public Service Quality	0,527	0,520	0,109	4,834	**0,000**
Y_ Innovation -> Z_ Public Service Quality	0,254	0,253	0,102	2,502	**0,013**
X1_ Transformational Leadership -> Y_ Innovation -> Z_ Public Service Quality	0,114	0,114	0,052	2,192	**0,029**
X2_Organizational Culture -> Y_Innovation -> Z_Public Service Quality	0,127	0,126	0,061	2,092	**0,037**

Source: SmartPLS 3.0 output (2025)

The results of direct and indirect hypothesis testing obtained a T-statistic value > *rule of thumb* (1.96) and P-value < 0.05 (5%). With these results, it can be concluded that all direct and indirect influence hypotheses can be accepted.

Discussion

The results of this study confirm that transformational leadership has a positive influence on innovation at the Transportation Agency of West Tanjung Jabung Regency. The path coefficient value of 0.449 indicates that the stronger the transformational leadership style, the higher the tendency of employees to produce innovation. This is consistent with the view of Bass and Avolio (1994) that transformational leadership encourages changes in employee behavior through motivation, idealized influence, intellectual stimulation, and individual attention. In other words, a visionary leader can inspire employees to find new ways to improve public services.

Organizational culture was also shown to have a significant influence on innovation, with a path coefficient of 0.500. This finding indicates that an adaptive, collaborative, and change-oriented work culture is a key foundation for creating innovation. Schein (2010) stated that organizational culture is a system of shared values that guides the behavior of organizational members. If this culture encourages creativity and continuous improvement, employees are more motivated to generate new ideas. This study's findings align with those of Setiawan and Prabowo (2021), who found that an organizational culture that supports innovation can improve the effectiveness of public services through transparency and process efficiency.

Furthermore, this study shows that organizational culture has a more dominant influence on public service quality than transformational leadership. The path coefficient value of organizational culture on service quality is 0.527, higher than the influence of transformational leadership at 0.221. This means that although the role of leaders is important, service quality is more determined by the norms, values, and collective work habits embedded within the organization. Cameron and Quinn (2011) emphasized that an organizational culture that emphasizes employee involvement and adaptability can strengthen a service orientation that is responsive to community needs.

Innovation in this study was shown to act as a mediating variable, although its contribution was relatively small. Innovation partially mediated the influence of transformational leadership and organizational culture on public service quality with path

coefficients of 0.114 and 0.127, respectively. This indicates that innovation is a crucial bridge connecting managerial factors with improved service quality. Gallouj and Weinstein (1997) explain that innovation in public services can take the form of procedural improvements, digitalization, or the development of new services that make things easier for the public.

However, the effectiveness of innovation within the Transportation Agency is not yet optimal. Data shows that although innovation has been fully implemented since 2024, the level of public interaction and system integration remains low. This condition aligns with the findings of Ariankia (2025), who emphasized that innovation in the transportation sector requires human resource readiness and a supportive organizational culture to significantly impact service quality. This means that successful innovation is not simply about providing technology; it also requires strong leadership support and an organizational culture.

The findings of this study also show that the quality of public services at the Transportation Agency has remained in the "Good" category for the past five years (2020–2024) based on the Public Satisfaction Index. This indicates a stagnation in service quality, which has yet to reach the "Very Good" category. Therefore, strengthening innovation, improving organizational culture, and fostering more participatory leadership are essential to boost service quality. Miao, Newman, Schwarz, and Cooper (2018) emphasize that the combination of effective leadership and employee motivation is key to enhancing innovative and responsive behavior in public services.

Overall, this study confirms that transformational leadership, organizational culture, and innovation are interrelated in influencing the quality of public services. Inspirational leadership can foster a spirit of innovation, a healthy organizational culture strengthens the implementation of innovation, and ultimately, successful innovation contributes to improved service quality. By simultaneously strengthening these three factors, the West Tanjung Jabung Regency Transportation Agency is expected to be able to increase public trust and realize more responsive, efficient, and satisfaction-oriented public transportation services.

CONCLUSION

Based on the results of the study, it can be concluded that transformational leadership and organizational culture play an important role in improving the quality of public services at the Transportation Agency of Tanjung Jabung Barat Regency. Leaders who are able to inspire, motivate, and pay attention to employees encourage innovation that has a positive impact on service performance. Similarly, an adaptive, consistent, and public service-oriented organizational culture contributes to building a work environment that is conducive to improving service quality.

Innovation has been proven to be a mediating variable that strengthens the relationship between leadership and organizational culture with the quality of public services. The implementation of innovation, whether in the form of digitization of licensing, simplification of procedures, or the use of information technology, has been proven to improve the efficiency, transparency, and responsiveness of services. However, the quality of public services at the Transportation Agency is still stagnant at the “Good” category, so a more comprehensive strategy is needed to reach the “Very Good” category.

Theoretically, this study contributes to public management literature by emphasizing the role of innovation as a link between managerial factors and service performance. Practically, the results of this study can be used as input for the Transportation Agency of Tanjung Jabung Barat Regency to strengthen leadership, organize organizational culture, and optimize innovation in order to increase public satisfaction.

This study has several limitations that need to be considered. First, the number of respondents was relatively limited, namely only 75 people, so the results of the study do not fully represent all transportation service users in Tanjung Jabung Barat Regency. Second, this

study only focused on one agency, namely the Transportation Agency, so the findings cannot be generalized to other public service sectors with different characteristics.

Third, the variables used only cover transformational leadership, organizational culture, innovation, and public service quality. Other external factors such as government policies, infrastructure conditions, and community participation were not analyzed further, even though these factors also have the potential to affect service quality. Fourth, this study is cross-sectional in nature, so it is unable to describe the dynamics of variable changes in the long term. Given these limitations, future research should involve a larger number of respondents, expand the scope of the study to other agencies, and include relevant external variables in order to obtain a more comprehensive picture of the improvement in public service quality in the transportation sector and other public sectors.

REFERENCES

Adhiguna, R. (2023). *Kepemimpinan publik dan peningkatan kualitas layanan*. Jakarta: Rajawali Pers.

Ariankia, A. (2025). *Teknologi informasi dalam pelayanan transportasi perkotaan*. Surabaya: Airlangga University Press.

Arikunto, S. (2016). *Prosedur penelitian: Suatu pendekatan praktik*. Jakarta: Rineka Cipta.

Bass, B. M., & Avolio, B. J. (2004). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage Publications.

Behzadfar, M. (2024). *Public transportation service quality and economic growth*. Tehran: Urban Transport Institute.

Burns, J. M. (2008). *Leadership*. New York: Harper & Row.

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework* (3rd ed.). San Francisco, CA: Jossey-Bass.

Chia, R., & Sharon, H. (2013). *Organizational behavior and leadership*. London: Routledge.

Denison, D. R., & Mishra, A. K. (2005). *Toward a theory of organizational culture and effectiveness*. Organization Science, 6(2), 204–223.

Fathi, M. (2024). *Smart traffic management and service innovation*. Kuala Lumpur: Asian Institute of Transport Studies.

Fathi, M., & Zare, R. (2024). *Digital transformation in public sector organizations*. Singapore: Springer.

Gallouj, F., & Weinstein, O. (1997). Innovation in services. *Research Policy, 26*(4–5), 537–556. https://doi.org/10.1016/S0048-7333(97)00030-9

Ghozali, I. (2015). *Partial least squares: Konsep, teknik dan aplikasi dengan program SmartPLS 3.0*. Semarang: Badan Penerbit Universitas Diponegoro.

Hair, J. F. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: Sage Publications.

Hardiansyah. (2018). *Kualitas pelayanan publik: Konsep, dimensi, indikator, dan implementasinya*. Yogyakarta: Gava Media.

Hersey, P., & Blanchard, K. H. (2003). *Management of organizational behavior: Leading human resources*. Upper Saddle River, NJ: Prentice Hall.

Kakama, T. (2024). *Innovation and bureaucratic culture in public sector*. Nairobi: African Governance Institute.

Lassa, J. (2021). *Kepemimpinan partisipatif dan budaya organisasi dalam pelayanan publik*.

Kupang: Nusa Cendana Press.Lestari, D. (2021). *Manajemen sumber daya manusia di sektor publik*. Bandung: Refika Aditama.

Medah, A. (2024). *Reformasi birokrasi dan pelayanan publik di Indonesia*. Yogyakarta: Pustaka Pelajar.

Miao, Q., Newman, A., Schwarz, G., & Cooper, B. (2018). How leadership and public service motivation enhance innovative behavior. *Public Administration Review, 78*(1), 71–81. https://doi.org/10.1111/puar.12839

Nitisemito, A. S. (2014). *Manajemen personalia*. Jakarta: Ghalia Indonesia.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (2008). *SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality*. Journal of Retailing, 64(1), 12–40.

Rahmanto, E. (2024). *Laporan survei kepuasan masyarakat terhadap layanan transportasi*. Jambi: Ombudsman Republik Indonesia Perwakilan Jambi.

Rahayu, N. (2020). *Budaya organisasi dan kinerja pelayanan publik*. Jakarta: Prenada Media.

Robbins, S. P. (2017). *Organizational behavior* (17th ed.). Boston: Pearson Education.

Rogers, E. M. (2003). *Diffusion of innovations* (5th ed.). New York: Free Press.

Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). San Francisco, CA: Jossey-Bass.

Setiawan, A., & Prabowo, H. (2021). Digital innovation in government services: A case study of public sector reform. *Jurnal Administrasi Publik, 11*(2), 115–128.

Siregar, S. (2015). *Statistik parametrik untuk penelitian kuantitatif*. Jakarta: Bumi Aksara.

Sugiyono. (2016). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.