



The Effect of Transformational Leadership, Work Environment, Internal Communication, and Organisational Commitment on Internal Service Quality at the Office of the Class III Airport Operator Unit of South Papua Province

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ARTICLE INFO

Keywords: Transformational Leadership, Work Environment, Internal Communication, Organizational Commitment, Internal Service Quality

Received: 5, July

Revised: 25, July

Accepted: 20, August

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ABSTRACT

This research aims to analyze the influence of transformational leadership, work environment, internal communication, and organizational commitment on the quality of internal services at the Class III Airport Operating Unit of South Papua Province. The research method used is quantitative with a survey approach, where data is collected through questionnaires from airport employees which are then analyzed using regression analysis. The research results show that these four variables have a positive and significant influence on internal service quality. Effective transformational leadership, a conducive work environment, good internal communication and strong organizational commitment contribute significantly to improving the quality of internal services at the airport. These findings provide practical implications for airport management to focus on improving these factors to improve the quality of services provided.

INTRODUCTION

Public sector organisations, also known as government organisations, play an important role in serving the needs and improving the well-being of society (Aarons et al., 2011; Hardill & Dwyer, 2011; Teicher et al., 2002). These organisations operate at various levels of government, including local, regional, and national responsible for providing essential services and implementing policies that benefit the public (Ball & Bebbington, 2008; Bejerot & Hasselbladh, 2013). The core objectives of public sector organisations are to address social challenges, ensure equitable access to resources, and foster economic and social development (Alińska et al., 2018).

One of the public sector organisations engaged in transportation is the airport. Airports are usually owned and operated by governments or local authorities, offering scheduled flights and services to accommodate the movement of people, goods and aircraft across multiple destinations (Masiol & Harrison, 2014; Wu & Caves, 2004). Airports as gateways to the world, facilitate seamless travel and connectivity between regions and countries (Florida et al., 2015). Many researchers have proven that airports play a significant role in the economic growth and welfare of regional communities (Brida et al., 2016). As transport hubs, airports contribute significantly to economic development, trade and tourism, making them important growth engines for cities and regions (Doerr et al., 2020; Florida et al., 2015).

As a public sector organisation focused on service delivery, airports must always ensure that their service quality meets the needs of the community. Airport service quality is critical as it has a direct impact on the overall passenger experience and affects the airport's reputation and competitiveness (Fodness & Murray, 2007; Pantouvakis & Renzi, 2016). Airports with high service quality tend to attract more airlines and business partnerships, driving air traffic growth and revenue (Puls & Wittmer, 2021; Sultan & Simpson, 2000). In addition, superior service quality contributes to overall airport operational efficiency, reducing delays, mitigating potential problems, and ensuring a smoother journey for all passengers (Mazzeo, 2003; Serrano & Kazda, 2020; Thampan et al., 2020).

Airports in Indonesia are managed by airport authorities which are technical implementation units within the Ministry of Transportation. South Papua Province as a new province that was divided from Papua Province, most of its airports are managed by the Airport Operator Unit (UPBU). There are nine Class III UPBUs in South Papua Province that will be studied in this research, namely Class III UPBUs Kimaam, Mindiptanah, Tanah Merah, Bomakia, Ewer, Kepi, Okaba, Bade and Kamur. As a public sector organisation that has an important role in regional connectivity, economic growth, and community welfare in South Papua Province, UPBU is required to provide the best performance and service quality. The performance of airport services can be seen from the movement of aircraft, passengers, and goods at the airport.

Aircraft movements at South Papua Province Airport increased from 2017 to 2018, but decreased from 2019 to 2020. Not only the movement of aircraft decreased, but the movement of passengers at UPBU Class III in South

Papua Province also showed a decrease. In 2019 to 2020, the number of passengers arriving and departing from UPBU Class III in South Papua Province has decreased (BPS Papua Province, 2018, 2021). This decrease in the number of aircraft and passengers may indicate that the performance of UPBUs in South Papua Province is not optimal and tends to decline.

In addition, the rating of airports in South Papua Province. Where some airports get very good scores such as Kamur Airport, Kimaam Airport, Bade Airport and Okaba Airport. But other airports get a rating value that still needs to be improved. In addition, some passengers also reviewed that the quality of airport services should be improved. Some passengers consider that the airport facilities are good enough, but there are still things that need to be improved such as toilet cleanliness, security procedures, waiting time and service time, and erratic aircraft schedules. This indicates that the performance and quality of airport services in South Papua Province are still not optimal and need to be improved.

Decreased performance is often rooted in substandard service quality, because the two are related to each other. Previous researchers have confirmed that service quality has an influence on organisational performance, thus a decline in service quality can cause organisational performance to decline as well (Abd-Elrahman & Ahmed Kamal, 2022; Ramayah et al., 2011). When organisations fail to meet or exceed customer expectations through their services, this risks eroding customer satisfaction, loyalty, and intention to use the organisation's services again (Fida et al., 2020; K. Srivastava & Sharma, 2013). In a competitive market, poor service quality not only damages profits but also tarnishes brand reputation, so businesses must prioritise service excellence as a cornerstone of their success strategy (Esmaeilpour et al., 2017)

Airports' internal service quality plays an important role in ensuring smooth and efficient operations, as well as fostering a positive work environment (Balakrishnan & Masthan, 2013). By prioritising internal service quality, airports can improve employee morale, job satisfaction, and motivation, ultimately resulting in better passenger experience and service quality (Fodness & Murray, 2007; Kossmann, 2016). In the aviation industry, where safety and efficiency are paramount, focusing on internal service quality becomes indispensable to maintain competitive advantage, fulfil regulatory requirements, and achieve overall excellence in airport operations (Balakrishnan & Masthan, 2013; Jun & Cai, 2010). Thus, it is important to know the factors or variables that affect the quality of internal services at airports.

Based on the results of the author's review of the literature and previous studies, there are four important factors that are thought to affect the level of internal service quality at the Class III Airport Operator Unit Office of South Papua Province, namely internal communication, work environment, leadership, and organisational commitment. Internal communication is all formal and informal communication at various levels in the organisation (Kalla, 2005). Public sector organisations with better internal communication systems have been shown to have a better chance of providing quality services (Musenze et al., 2014).

Internal service quality research is currently mostly studied in the health or hospital sector (Batra & Taneja, 2021; Chahal & Kumari, 2010). In the public organisation sector, especially in the field of air transportation, it is still very rarely studied. Based on the previous description, this study aims to understand the factors of internal service quality at the Class III Airport Operator Unit (UPBU) in South Papua Province as an important issue and requires further investigation.

THEORETICAL REVIEW

Goal Setting Theory

Goal setting theory is one part of the theory of motivation proposed by Edwin Locke in 1978. Goal setting theory is based on evidence that assumes that goals (ideas of the future; desired states) play an important role in action. Goal-setting theory is a model of individuals who want to have goals, choose goals and become motivated to achieve goals (Birnberg in Mahennoko, in Pattinama et al., 2021). According to this theory "one of the commonly observed characteristics of purposeful behaviour is that it continues until it reaches its completion, once a person starts something (such as a job, a new project), he continues to press on until the goal is achieved." (Birnberg in Mahennoko, 2011). The process of goal setting can be done based on its own initiative / required by the organisation as a policy (Wangmuba in Ramandei, in Dewantari, 2023). Goal setting theory explains the relationship between goals set and work achievement (performance). The basic concept of this theory is that someone who understands the goal (what the organisation expects of him) will affect his work behaviour.

Organisational Behaviour

Organizational behaviour is a field of study that draws on theories, methods, and principles from various disciplines to study individual perceptions, values, learning capacities, and actions while working in groups and in organisations and to analyse the effects of the external environment on the organisation and its human resources, mission, goals, and strategies (Gibson et al., 2012, p. 5). According to Ivancevich, et al. (2014, p. 8), organisational behaviour is the study of the impact of individuals, groups, and organisational structures and processes on behaviour in organisations. This multidisciplinary view of organisational behaviour illustrates the following points: 1) Organisational behaviour is a way of thinking. Behaviour is seen to operate at individual, group and organisational levels, 2) Organisational behaviour is multidisciplinary. That is, it uses principles, models, theories and methods from other disciplines. 3) There is a clear humanistic orientation in organisational behaviour. People and their attitudes, perceptions, learning capacities, feelings, and goals are very important to the organisation. 4) The field of organisational behaviour is performance-oriented. 5) Scientific methods are used to study organisational behaviour variables and relationships. 6) The field of organisational behaviour is application-oriented. It is concerned with providing useful answers to questions that arise in the context of managing organisations.

Definition of Internal Service Quality

Service according to (Kasmir, 2017) is the action or action of a person or an organisation to provide satisfaction to customers, fellow employees, and also leaders. (Rusydi, 2017) argues that service quality is the company's ability to provide the best quality service compared to its competitors. Lewis and Booms (Tjiptono, in Sapioper and Flassy, 2021) suggest that service quality can be interpreted as a measure of how good the level of service provided is able to match the expectations or expectations of customers.

Service quality can be divided into two classes, namely external service quality and internal service quality (Almohaimmeed, 2019). Internal service quality refers to the standard or quality of service delivered by employees to their colleagues, while internal service quality indicates the level of service provided by an organisation to its customers. According to (Jun & Cai, 2010), internal service quality is the level of excellence and efficiency in the services provided by inter-departmental organisations. These departments offer a variety of services to other work units, known as internal customers, within the same organisation (Jun & Cai, 2010).

Several previous researchers have identified various dimensions and indicators that can be used to measure internal service quality. (Yaoli, 2009) developed a measurement of internal service quality consisting of eight dimensions. The eight dimensions are described as follows: Tools, Policies and Procedures, Effective Training, Teamwork, Management support, Goal alignment, Communication, Rewards. The dimensions and items used to measure ISQ (coworker service quality from an employee perspective) in this study are dimensions and indicators developed by (Almohaimmeed, 2019; Parasuraman et al., 1994), consisting of: Tangible, Reliability, Responsiveness, Assurance, Empathy.

Definition of Transformational Leadership

According to Holbert et al., (2021) leadership is a practice in which a manager assumes sole responsibility for a range of responsibilities that are primarily achieved through the efforts of others. Effective leaders influence followers in desired ways to achieve desired goals (Nanjundeswaraswamy & Swamy, 2014). Different leadership styles can affect organisational effectiveness or performance. Chikazhe et al., (2023), in their research views leadership style as a leader's approach and behaviour in directing, inspiring and managing employees to ensure organisational performance. It also includes the leader's way of making quick decisions, strategies, and executing plans by considering stakeholder expectations and the well-being of their team (Chikazhe et al., 2023).

Basically, transformational leadership is not only able to motivate and drive major changes in the organisation but also accompanied by the leader's ability to empower and appreciate members and subordinates, thus striving to achieve organisational goals with high morality and motivation capabilities. Transformational leadership inspires their followers not only to believe in themselves personally, but also to believe in their own potential to imagine and create a better future for the organisation. Transformational leaders create great

change, both within themselves and their organisations (Edison et al., in Putri et al., 2021). It can be concluded that transformational leadership is a leader who can inspire, have ideas for the organisation and its followers, and motivate followers to work productively to achieve organisational goals.

Definition of Internal Communication

Previous researchers have defined internal communication or internal communication in several different concepts. According to (Kalla, 2005), internal communication is all formal and informal communication within various levels of an organisation. Internal communication is an interaction that occurs between individuals and groups at various levels of the organisation and different areas of specialisation (Dolphin, 2005). Meanwhile, according to (Akroush et al., 2015), internal communication is the exchange of ideas and information between employees and leaders which ultimately forms a shared understanding and achieves better performance.

In relation to service quality, efficient internal communication plays an important role in internal marketing as it enables managers to improve the provision of high-quality services by fostering employee satisfaction, trust, and respect (Danso, 2021). When internal communication is successful, it fosters a sense of ownership and accountability among employees, leading them to serve external customers as if they were taking care of the company.

Work Environment

Work environment is simply defined as the environment in which people work (Briner, 2000). By this definition, the work environment includes physical settings such as equipment, characteristics of the job itself such as workload and task complexity, broader organisational features such as culture and history, and aspects of the extra-organisational such as labour market conditions and industry sector (Briner, 2000). According to (Earle, 2003), work environment is not the only factor on which employees make employment decisions. Quality of life, however, is something that factors into every major decision made, and it is something that is heavily influenced by the environment (Earle, 2003). Work environment can produce cognitive responses that influence employees' judgements about their workplace (Batra & Taneja, 2021).

Organisational Commitment

Organisational commitment is an employee's psychological attachment to the organisation (Hassan, 2012). According to (Meyer & Allen, 1991), organisational commitment characterises an employee's relationship with the organisation and has implications for the decision to continue or stop membership in the organisation.

Organizational commitment by (Vakola & Nikolaou, 2005) is considered as an employee's attitude towards work or the strength of attachment an employee has towards the organisation. In general, organisational commitment refers to the attachment, both emotionally and functionally, to the place where one works (Elizur & Koslowsky, 2001). Employees with high organisational

commitment will provide organisations with competitive advantages such as higher productivity and lower turnover rates (Vance, 2006). (Meyer et al., 2002) explain that organisational commitment consists of three separate types of commitment (dimensions) namely, affective commitment, continuance commitment, and normative commitment.

METHODOLOGY

In conducting research, it is important to have a method that is used, this method must be in line with the main problem being discussed (Patmasari, 2022; Ohoiwutun et al., 2024). This research uses a type of quantitative research to test all hypotheses proposed statistically. The approach used in this study is a causality analysis approach. In causality research, researchers examine how independent variables are influenced by dependent variables and involve causal relationships between variables. In this study, the independent variables tested are internal communication, work environment, transformational leadership, and organisational commitment, There is one dependent variable in this study, namely internal service quality.

This research data comes from primary data and secondary data. The population in this study are all employees at the Class III Airport Operator Unit (UPBU) in South Papua Province. There are nine Class III UPBUs in South Papua Province that will be studied in this study, namely Class III UPBU Kimaam, Mindiptanah, Tanah Merah, Bomakia, Ewer, Kepi, Okaba, Bade and Kamur. Based on Table 3.1 the total population of this study is 224 employees. The method used for sampling in this study is saturated sampling method or census method. The selection of this method is due to the small number of employees in each Class III UPBU and in order to better represent the actual conditions of service quality of Class III UPBUs in South Papua Province. Thus, the sample of this study amounted to 224 employees.

The instrument used in this study to obtain data was a questionnaire instrument. Before being used in the actual data collection, the instrument was tested on 67 respondents who were taken about 30% of the total initial sample of 224 respondents. Research instrument testing consists of validity and reliability tests. The online questionnaire was designed through the Google Form website and distributed through social media and the WhatsApp messaging application. Respondents who fulfilled the criteria received a URL link leading to the website where the questionnaire had been provided. The use of online questionnaires makes it easier for respondents to freely respond to the statements provided, and is not influenced by time constraints, attitudes and relationships between researchers and respondents.

This research data analysis is descriptive variable analysis. Classical assumption testing is carried out before performing regression analysis, which consists of normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. A regression model can be said to be a good model if the model fulfils the classical assumptions. Regression analysis is carried out to determine the relationship between two or more variables, and also shows the direction of the relationship between the independent variable and the

dependent variable. The relationship between variables in this study is formed by multiple regression equations. Multiple regression is said because the independent variables or variables that influence more than one. Hypothesis testing with multiple regression analysis techniques starts from identifying the strength of the relationship (correlation test and coefficient of determination test), analysing the effect partially (t test), and analysing the effect simultaneously (F test).

RESULTS

Analysis Results Variable Description

1. Transformational Leadership (TL) Variables

The results of the descriptive analysis show the score of respondents' responses regarding the implementation of a transformational leadership style at the Class III Airport Organizing Unit Office of South Papua Province. It can be seen that the respondents' responses to transformational leadership are at a good level (mean TL variable = 4.06).

2. Work Environment (WE) Variables

The results of the following descriptive analysis show the scores of respondents' responses regarding the work environment at the Class III Airport Organizing Unit Office of South Papua Province. It can be seen that the respondents' responses to the work environment are at a good level (mean variable WE = 3.92).

3. Internal Communication (IC) Variables

The results of the following descriptive analysis show the scores of respondents' responses regarding internal communication at the Class III Airport Organizing Unit Office of South Papua Province. It can be seen that respondents' responses to internal communication are at a good level (mean IC variable = 4.06).

4. Organizational Commitment (OC) Variable

The results of the following descriptive analysis show the respondents' response scores regarding organizational commitment at the Class III Airport Organizing Unit Office of South Papua Province. It can be seen that the respondents' responses to employee organizational commitment are at a good level (mean OC variable = 3.58).

5. Internal Service Quality (ISQ) Variables

The results of the following descriptive analysis show the respondents' response scores regarding internal service quality at the Class III Airport Organizing Unit Office of South Papua Province. It can be seen that respondents' responses to internal service quality are at a good level (mean ISQ variable = 3.96).

Regression Analysis Results

Test Results Classical Assumptions

a. Test Normality

The normality test aims to test whether the standardized residual values in the regression model are normally distributed or not. The

residual value is said to be normally distributed if the standardized residual value is mostly close to the average value (Suliyanto, 2011, p. 69). Residual normality test results from regression analysis using the SPSS Statistics 25 program. It can be seen that in the Kolmogorov-Smirnov test, the significance value is 0.012 or below 5% (Sig. < 0.05) which means that the data is not normally distributed. However, considering the small scale of measurement and the tendency of respondents to choose values between 4 and 5 as shown by the results of descriptive analysis of variables, the data is not normally distributed.

b. Test Multicollinearity

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. To find out whether multicollinearity occurs or not, you need to look at the Tolerance and Variance Inflation Factor (VIF) values. The cut off value used to indicate the presence of a multicollinearity problem is a Tolerance value < 0.10 or a VIF value > 10 (Suliyanto, 2011, p. 90). It can be seen that all variables have a Tolerance value above 0.05 and a VIF value below 10, which means that among the independent variables in this study there is no multicollinearity problem.

c. Test Heteroscedasticity

Heteroscedasticity test to test whether in the regression model there is an inequality in the standard deviation of the dependent variable values for each independent variable. Heteroscedasticity can be detected using the Spearman rank method. The heteroscedasticity test using the Spearman rank method was carried out by correlating all independent variables with their absolute residual values using Spearman rank correlation. If the significance value is greater than the alpha value, then it can be ascertained that the model does not contain symptoms of heteroscedasticity (Suliyanto, 2011, p. 112). It can be seen that the Transformational Leadership variable shows indications of heteroscedasticity because there is a significant correlation with the residual absolute value (Sig < 0.05). Meanwhile, the Work Environment, Internal Communication and Organizational Commitment variables do not show heteroscedasticity because there is no significant correlation with the residual absolute value (Sig > 0.05).

Test Results Model Accuracy

a. Test Correlation

The correlation test (R) shows the degree of relationship between the independent variable and the dependent variable. Meanwhile, the coefficient of determination test (R²) shows the ability of the independent variable to explain the relationship that occurs with the dependent variable. The correlation coefficient output is produced from IBM SPSS Statistics 25 data processing. Based on the tests carried out, the correlation coefficient value R is obtained at 0.798 or 80.2% so that the

relationship occurs between the four independent variables (Transformational Leadership, Work Environment, Internal Communication, and Organizational Commitment) with one dependent variable (Internal Service Quality) categorized as very strong. These four independent variables can explain the relationship that occurs with the dependent variable, shown by the coefficient of determination or R-Square (R²) value of 0.636 or 64.4%. Meanwhile, the remaining 0.364 or 36.4% is explained by other variables not tested in this study, and is expressed with the symbol e (error).

b. Test Simultaneous (F Test)

A simultaneous influence test to determine the relationship between variables simultaneously, which is carried out to see the influence of all independent variables on one dependent variable. The F test results are generated from IBM SPSS Statistics 25 data processing. The influence test simultaneously uses a comparison of the F-calculated value with the F-table value or the significance value obtained with the specified significance limit. The F-table value is looked for at the 1st degree of freedom (df₁) = m and the 2nd degree of freedom (df₂) = n - m - 1, where m is the number of independent variables. This research consists of 4 independent variables and a sample of 204 respondents. So df₁ = 4 and df₂ = 204 - 4 - 1 = 199. So, the F-table value obtained is 2.41703 at a significance level of 5%.

c. Test Partial (t-Test)

Partial influence test to determine the effect of one independent variable on one dependent variable. Partial influence testing uses a comparison of t-calculated values with t-table values or significance values obtained with the specified significance limits. The t-table value is sought at degree of freedom (df) = n - k, where n is the number of samples and k is the number of variables (independent and dependent). This research consists of 5 variables and a sample of 204 respondents. So df = 204 - 5 = 199. So, the t-table value is 1.972 at a significance level of 5%.

The t test results produced from SPSS Statistics 25 data processing obtained a constant value of 0.644 which shows the predicted value of the Internal Service Quality (ISQ) variable when all independent variables are equal to zero. Based on the description of the analysis results above, which include correlation tests, partial tests and simultaneous tests, the resulting values are then entered into the regression equation as follows:

$$\begin{aligned} \text{ISQ} &= \alpha + B_1\text{TL} + B_2\text{WE} + B_3\text{IC} + B_4\text{OC} + e \\ \text{ISQ} &= 0.644 + 0.154\text{TL} + 0.267\text{WE} + 0.253\text{IC} + 0.171\text{OC} + 0.364 \end{aligned}$$

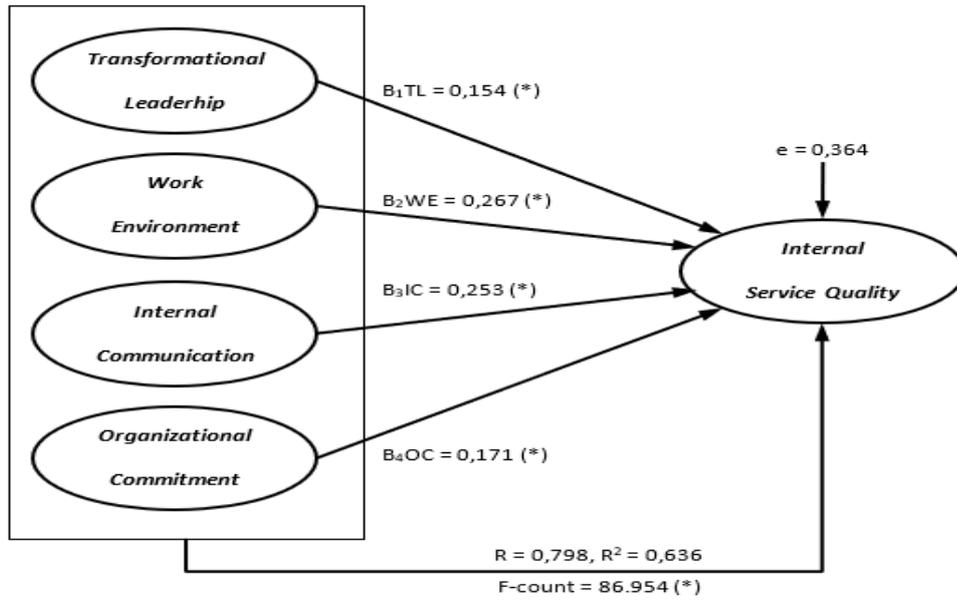


Figure. 1 Research Result Model

Source: Primary Data Processing (2024)

Based on Figure 1, it can be explained that the variables Transformational Leadership (TL), Work Environment (WE), Internal Communication (IC), and Organizational Commitment (OC) influence both partially and simultaneously on Internal Service Quality (ISQ). The strength of the relationship is categorized as strong, indicated by the correlation coefficient value $R = 80.2\%$, but only contributes $R^2 = 64.4\%$. Meanwhile, the remaining 36.4% is explained by other variables not tested in this study, and is expressed with the symbol e (error). Significance is proven by the calculated F value = $86.954 > 2.41703$ and $p = 0.000 < 0.05$.

d. Test Results Interdimensional Correlation

Interdimensional correlation test to measure the extent to which each dimension or indicator is linearly related to each other. The correlation test uses the Pearson Correlation test via the SPSS Statistics 25 program. The results show a correlation relationship between dimensions or indicators. The analysis results show that the TL2 indicator has the highest correlation with ISQ2 with a coefficient value of 0.569. The WE1 indicator has the highest correlation with ISQ1 with a coefficient value of 0.663. The IC3 indicator has the highest correlation with ISQ3 with a coefficient value of 0.618. The OC3 indicator has the highest correlation with ISQ1 with a coefficient value of 0.618.

Results Hypothesis Testing

Based on the results of partial and simultaneous influence testing in the previous section, the results of hypothesis testing are summarized in the following table:

Table 1. Hypothesis Testing Results

	Research Hypothesis	Analysis Results	Conclusion
H1	Transformational leadership has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province.	$\beta_{1TL} = 0.153$ ($\rho = 0.028$)	H1 _a is accepted
H2	The work environment has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province.	$\beta_{2WE} = 0.292$ ($\rho = 0.000$)	H2 _a is accepted
H3	Internal communication has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province.	$\beta_{3IC} = 0.236$ ($\rho = 0.003$)	H3 _a is accepted
H4	Organizational commitment has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province.	$\beta_{4OC} = 0.243$ ($\rho = 0.000$)	H4 _a is accepted
H5	Transformational leadership, work environment, internal communication and organizational commitment simultaneously influence the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province.	F-count 86.954 > 2.41703 ($\rho = 0.000$)	H5 _a is accepted

Source: Primary Data Processing (2024)

DISCUSSION

The Influence of Transformational Leadership on Internal Service Quality

The results of the analysis show that transformational leadership has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. In other words, transformational leadership partially influences internal service quality. The better the implementation of transformational leadership, the better the perception of internal service quality. Conversely, the worse the implementation of transformational leadership, the worse the perception of internal service quality.

The results of this research are relevant to transformational leadership theory which emphasizes the importance of leadership influence in creating positive change in organizations. These findings strengthen the argument that effective leadership can influence various aspects of an organization, including internal service quality. On the idealized influence dimension, which includes how leaders act as role models and create respect and trust among employees, the average score is 3.99. Although still in the good category, this score is the lowest compared to other dimensions, which indicates the importance of strengthening the influence and example provided by leaders.

The inspirational motivation dimension, which includes a leader's ability to inspire and motivate employees through a clear vision and strong communication, has an average score of 4.01. This shows that leaders are considered quite good at providing motivation and inspiration to employees, which is important for encouraging work morale and commitment to organizational goals. The intellectual stimulation dimension, which includes leaders encouraging employees to think creatively and innovatively, has the highest average score, namely 4.15. This suggests that employees feel encouraged to think outside the box and seek innovative solutions, which is a hallmark of effective transformational leadership.

The individual consideration dimension, which includes the leader's attention to the individual needs of each employee as well as providing personal guidance and support, has an average score of 4.09. This shows that the leaders in this organization are considered quite good at providing personal attention and guidance to each employee, helping them develop according to individual needs. The overall average (mean) value of the transformational leadership (TL) variable is 4.06, indicating that the implementation of the transformational leadership style in the organization is at a good level. This means that employees generally have a positive view of how their leaders implement a transformational leadership style. The analysis results show that the Inspirational Motivation (TL2) indicator has the highest correlation with Reliability (ISQ2) with a coefficient value of 0.569. This shows a fairly strong relationship between the inspirational motivation provided by leaders and the reliability of internal services. This means that the higher the level of inspirational motivation provided by the leader, the better the employee's perception of the reliability of the service they receive.

The results of this research are relevant to real conditions at the Class III Airport Organizing Unit Office of South Papua Province, where challenges in improving the quality of internal services have been identified as the main problem. Thus, the more effective the leader is in implementing transformational leadership, by focusing on intellectual stimulation, the higher the quality of internal services can be achieved. Leadership that drives change and empowers employees is key to improving the quality of services provided.

The Influence of the Work Environment on Internal Service Quality

The results of the analysis show that the work environment has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. In other words, the work environment partially influences the quality of internal services. The better the perception of the work environment, the better the perception of internal service quality. Conversely, the worse the perception of the work environment, the worse the perception of internal service quality. The results of this research are relevant to organizational behavior theory which states that a good work environment can increase employee motivation and performance, which in turn improves service quality (Robbins, 2006). In addition, the internal service quality theory discussed by Grönroos (2016) also supports this finding,

where a supportive work environment is considered an important factor in achieving the optimal "sweet spot of service quality".

In the physical work environment dimension, which includes physical aspects of the work environment such as workplace facilities and comfort, the average score is 3.86. This indicates that respondents are quite satisfied with the physical condition of their workplace, although improvement is needed, especially in terms of comfort and work facilities. The technological work environment dimension, which includes technology and work tools used in daily work, has an average score of 3.88. This shows that the technology used by the organization is adequate and supports work effectiveness, although there are several respondents who feel that it still needs improvement. The social work environment dimension, which includes social relationships and interactions between employees, has the highest average score, namely 4.03. This shows that relations between employees are very good, reflecting a positive and collaborative work atmosphere, and supporting effective team work.

The overall average (mean) value of the work environment (WE) variable is 3.92, indicating that the work environment perceived by respondents is at a good level. This shows that in general, employees feel that the working environment conditions in the organization support their work activities quite well. The analysis results show that the Physical Work Environment (WE1) indicator has the highest correlation with Tangible (ISQ1) with a coefficient value of 0.663. This shows a strong connection between the physical work environment and the tangible aspects of internal services. This means that a good physical environment, such as comfortable facilities and working conditions, has a big influence on employee perceptions of aspects that can be seen and felt physically of internal services.

The Influence of Internal Communication on Internal Service Quality

The results of the analysis show that internal communication has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. In other words, internal communication partially influences the quality of internal services. The better the internal communication between employees, the better the perception of internal service quality. Conversely, the worse the internal communication between employees, the worse the perception of internal service quality. The results of this research are relevant to internal communication theory which emphasizes that effective internal communication is the key to achieving high efficiency and service quality. This theory supports the finding that good internal communication can improve coordination, trust, and understanding among employees, all of which contribute to improving service quality (Robbins, 2006).

On the personal feedback dimension, which includes how personal feedback is given by superiors or colleagues, the average score is 3.98. Although still in the good category, this score is the lowest among the other dimensions, which indicates the need to pay more attention to how feedback is given personally in the organization. The supervisory communication dimension,

which includes communication between superiors and subordinates, has an average score of 4.09. This shows that effective communication from superiors to subordinates is considered very good by respondents, which is important in establishing clarity of tasks and goals. The co-worker communication dimension, which includes communication between coworkers, also had a high average score of 4.06. This shows that horizontal communication between employees is going well, which supports collaboration and teamwork within the organization. In the organizational integration dimension, which includes how information about organizational goals, policies and strategies is conveyed to employees, the average score is 4.12. This score indicates that respondents feel sufficiently informed about organizational integration and their role within it. The corporate communication dimension, which includes communication related to policies and strategic decisions from management, has an average score of 4.02. This shows that communication regarding company policies is considered good by respondents, but still needs improvement, especially in conveying important decisions more effectively. The communication climate dimension, which includes the general atmosphere of communication in the organization, has an average score of 4.05. This shows that the communication climate within the organization is considered positive by employees, reflecting an open and supportive communication culture. The media quality dimension, which includes the quality of communication means used in the organization, has an average score of 4.08. This shows that the communication media used in the organization is considered effective by respondents, supporting the efficient dissemination of information.

The overall average (mean) value of the internal communication (IC) variable is 4.06, indicating that internal communication perceived by respondents is at a good level. This shows that in general, respondents feel that internal communication within the organization is running well, supporting daily work coordination and effectiveness. The Co-Worker Communication (IC3) indicator has the highest correlation with ISQ3 with a coefficient value of 0.618. This shows a fairly strong relationship between communication between colleagues and internal service responsiveness. This shows that good communication between colleagues contributes to increasing the organization's ability to respond quickly and appropriately to internal service needs and requests.

The results of this research are relevant to real conditions at the Class III Airport Organizing Unit Office of South Papua Province, where a lack of internal communication has been identified as one of the factors causing a decline in service quality at several airports. By improving internal communications, offices can improve coordination between work units and strengthen collaboration, which in turn will improve the quality of services provided to the community.

The Influence of Organizational Commitment on Internal Service Quality

The results of the analysis show that organizational commitment has a positive and significant effect on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. In other words,

organizational commitment partially influences internal service quality. The higher the organizational commitment, the better the quality of internal services. Conversely, the lower the organizational commitment, the worse the quality of internal services.

The results of this research are relevant to the theory of organizational commitment by Meyer and Allen (1991) which explains that organizational commitment is the main component that influences performance and service quality. On the affective commitment dimension, which includes employees' emotional attachment to the organization, the average score is 3.70. This indicates that most employees feel quite emotionally attached to the organization, which is important for building their loyalty and dedication in the long term. The continuance commitment dimension, which includes commitment based on considering the costs and benefits of remaining in the organization, has an average score of 3.52. This is slightly lower than the affective commitment dimension, indicating that employees' reasons for remaining with the organization are more influenced by practical or economic factors than emotional attachment. The normative commitment dimension, which includes the employee's sense of moral obligation to continue working in the organization, also has an average score of 3.52. This suggests that employees feel a moral obligation to remain with the organization, although this commitment may not be as strong as emotional attachment.

The overall average (mean) value of the organizational commitment (OC) variable is 3.58, indicating that the organizational commitment felt by employees is at a good level. Even though it is categorized as good, this value is the lowest compared to other variables. This indicates that in general, employees have adequate commitment to the organization, but there is a need to strengthen employee ties with the organization.

The Normative Commitment (OC3) indicator has the highest correlation with Tangible (ISQ1) with a coefficient value of 0.618. This shows a fairly strong relationship between employee normative commitment and the tangible aspects of internal services. That is, when employees feel morally bound to remain in the organization, they tend to care more about the quality of the physical aspects of the services they produce. The results of this research are relevant to real conditions at the Class III Airport Organizing Unit Office of South Papua Province, where increasing organizational commitment is one of the focuses for improving the quality of internal services. Thus, employee commitment to the organization is very important in maintaining and improving the quality of services provided.

The Influence of Work Environment, Transformational Leadership, Internal Communication, and Organizational Commitment on Internal Service Quality

The results of the analysis show that the work environment, transformational leadership, internal communication and organizational commitment influence jointly or simultaneously on the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. These findings indicate that the combination of a conducive work environment, effective transformational leadership, good internal

communication, and strong organizational commitment collectively contribute to improving internal service quality.

In the tangible dimension, which includes physical aspects such as facilities and equipment, the average score is 3.70. Even though this is still in the good category, this value is the lowest compared to other dimensions. This indicates the importance of the physical aspects or available facilities, although in general they are still considered adequate by respondents. The reliability dimension, which includes reliability in providing services, has the highest average score, namely 4.08. This indicates that respondents feel that the services provided by the organization are quite reliable and consistent, reflecting high satisfaction with this aspect. Responsiveness, which includes speed and alertness in responding to needs and requests, had a mean score of 4.00. This shows that respondents feel the organization is quite responsive in meeting their needs, and this contributes positively to perceptions of internal service quality. The assurance dimension, which includes the sense of trust and security provided by the service provider, had an average score of 4.07. This shows that respondents feel safe and trust the ability and integrity of service providers in the organization. The empathy dimension, which includes attention and concern for individual needs, has an average score of 3.93. While this score indicates a good result, it also shows the importance of focused attention and concern for the individual needs of respondents.

The overall average (mean) value of the internal service quality (ISQ) variable is 3.96, indicating that the internal service quality perceived by respondents is at a good level. This shows that in general, respondents were satisfied with the internal services provided at the Class III Airport Organizing Unit Office of South Papua Province. The results of this research are very relevant to the real conditions at the Class III Airport Organizing Unit Office of South Papua Province, where various problems related to service quality have been identified. By effectively managing the work environment, leadership, communication and employee commitment, these organizations can improve the quality of internal services.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis, conclusions can be expressed; first, transformational leadership has a positive and significant effect on internal service quality. These findings explain that the better the implementation of transformational leadership, the better the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. Second, the work environment has a positive and significant effect on the quality of internal services. These findings explain that the better the perception of the work environment, the better the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. Third, internal communication has a positive and significant effect on the quality of internal services. These findings explain that the better internal communication between employees will be followed by the better quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province. Fourth,

organizational commitment has a positive and significant effect on internal service quality. These findings explain that the higher the employee's organizational commitment, the better the quality of internal services at the Class III Airport Organizing Unit Office of South Papua Province, and fifth, transformational leadership, work environment, internal communication and organizational commitment simultaneously influence service quality. internal.

Recommendations, First, airport management needs to consider providing leadership training for employees that focuses on developing transformational leadership skills. Second, organizations must focus on creating a positive and supportive work environment. This can be done by providing adequate facilities, ensuring workplace safety and comfort, as well as building a collaborative work culture and respecting the contribution of each employee. Third, it is important for organizations to ensure that internal communications run well. This can include using effective communication technology, holding regular meetings to share information, and ensuring that every employee feels heard and valued, and Fourth, organizations need to take steps to increase employee organizational commitment. This can be done by clarifying the organization's vision and mission, providing recognition and appreciation for employees' hard work, and providing clear career paths and professional development opportunities.

FURTHER STUDY

These findings can be used as a basis for future research that can expand understanding of how these variables interact in different organizational contexts. However, it is recommended for further research to use a different approach by discussing the same topic.

ACKNOWLEDGMENT

The author would like to thank all parties who have contributed so that this research can be completed. In particular, thank you to the author respondents, for the time and opportunity given in providing the data needed in this research.

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