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The Effect of Transformational Leadership Style, Communication, and Competence on Service Quality with Organizational Commitment as an Intervening Variable

Section:
Business management

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Abstract

This study aims to analyze the effect of transformational leadership style, communication, and competence on service quality with organizational commitment as an intervening variable at PT RB Group. This study uses a quantitative approach research method with multiple linear regression analysis data analysis techniques using Structural Equation Modeling (SEM) Jamovi 2.6.19 software. The population of this study were all employees and management who worked at PT RB. Group. purposive sampling method, with a total sample size of 4 PT RB Group companies so that the total in this study was 201 samples. The data used in this study is a survey method using a questionnaire as a data collection tool. Based on the results of the study, it shows that transformational leadership style, communication, and competence have a positive and significant effect on service quality. organizational commitment is proven to mediate the relationship between independent variables and service quality. this indicates that increasing transformational leadership, effective communication, and developing employee competence can improve the quality of service provided by the company.

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan transformasional, komunikasi, dan kompetensi terhadap kualitas pelayanan dengan komitmen organisasi sebagai variabel intervening pada PT. RB Group. Penelitian ini menggunakan Metode penelitian pendekatan kuantitatif dengan teknik analisis data analisis regresi linier berganda menggunakan Structural Equation Modeling (SEM) software Jamovi 2.6.19. Populasi dari penelitian ini adalah seluruh karyawan dan manajemen yang bekerja di PT RB. Group. metode purposive sampling, dengan jumlah sampel sebanyak 4 perusahaan PT. RB Group sehingga total dalam penelitian ini sebanyak 201 sampel. Data yang digunakan dalam penelitian ini adalah Metode survei menggunakan kuesioner sebagai alat pengumpulan data. Berdasarkan hasil penelitian menunjukkan bahwa gaya kepemimpinan transformasional, komunikasi, dan kompetensi berpengaruh positif dan signifikan terhadap kualitas pelayanan. komitmen organisasi terbukti memediasi hubungan antara variabel independen dengan kualitas pelayanan. ini mengindikasikan bahwa peningkatan kepemimpinan transformasional, komunikasi yang efektif, serta pengembangan kompetensi karyawan dapat meningkatkan kualitas pelayanan yang diberikan oleh perusahaan.

Kata Kunci: Gaya Kepemimpinan Transformasional, Komunikasi, Kompetensi, Komitmen Organisasi, Kualitas Pelayanan

INTRODUCTION

The service industry plays a crucial role in the global economy, particularly in facing increasingly intense competition. Along with rapid economic growth, service companies are required to be more creative and innovative in their service delivery. Service quality has become the main differentiator in attracting and retaining clients, as well as a competitive advantage (Suryadi et al., 2016). PT. RB Group, operating in strategic consulting, IT, property management, and media, has experienced a decline in client numbers since 2018. This decline is caused by inconsistent service quality, lack of innovation, and ineffective communication with clients.

To address these challenges, transformational leadership becomes key to improving service quality. This leadership style can inspire employees to perform optimally (Burns, 1978; Bass, 1985). Additionally, effective communication is crucial for maintaining good relationships with clients (Pratami et al., 2023), while employee competencies—both technical and non-technical—play a significant role in service quality (Rusydi & Susanto, 2020).

The implementation of effective leadership, communication, and competencies requires strong organizational commitment. This commitment drives employee loyalty and dedication in delivering the best service (Choiriyanto & Shohib, 2024). Previous research has also shown that these factors significantly influence service quality, although results may vary depending on context (Hidayat & Permana, 2017; Pradana & Sutisna, 2023).

Through the background provided, this research aims to analyze how factors such as transformational leadership, communication, and employee competence can affect service quality at PT. RB Group, and how organizational commitment functions as an intervening variable that can strengthen the influence of these factors. This research is expected to make a significant contribution to the company in improving the service quality provided to clients, as well as providing new insights into the development of theories in service management. Thus, this research aims to address the existing issues and provide relevant solutions for PT. RB Group in facing the challenges in the service market.

This research is highly relevant as it can provide the necessary information before implementing further changes or experiments at PT. RB Group. In addition, the findings from this study will be scientific innovations that can be tested for accuracy and utilized by the company to enhance their service quality. It is expected that this research will uncover effective solutions to improve service quality and maintain client loyalty in the future.

THEORETICAL FRAMEWORK AND HYPOTHESIS

Transformational leadership, communication, and competence are key factors in enhancing service quality. Leaders who inspire and motivate employees can boost performance and engagement (Burns, 1978; Bass, 1985; Dappa et al., 2019). Effective communication clarifies roles and aligns employee actions with customer expectations (Ginting, 2018; Wahyudi, 2020). Competent employees with strong skills and attitudes contribute to better service, especially with ongoing training (Esthi & Savhira, 2019; Malik, 2024). Organizational commitment strengthens these relationships, as committed employees are more aligned with company goals and deliver higher-quality service (Azmy, 2022).

Previous studies, such as Pradana & Sutisna (2023), confirm the positive impact of transformational leadership on service quality, while Wahyudi (2020) and Malik (2024) highlight the importance of communication and competence. However, Afifah (2017) and Burhan et al. (2023) found that these effects are not always significant, indicating a need for further research. Recent studies by Rubina et al. (2024) and Efendi et al. (2023) support organizational commitment as a mediator that strengthens these relationships. Thus, this research aims to analyze the direct and indirect effects of leadership, communication, and competence on service quality, with organizational commitment as a mediating variable. In this study, the researcher develops the following hypotheses:

- H_1 = Transformational leadership is suspected to have a direct effect on service quality.
- H_2 = Communication is suspected to have a direct effect on service quality.
- H_3 = Competence is suspected to have a direct effect on service quality.
- H_4 = Organizational commitment is suspected to have a direct effect on service quality.
- H_5 = Transformational leadership is suspected to have a direct effect on organizational commitment.
- H_6 = Communication is suspected to have a direct effect on organizational commitment.
- H_7 = Competence is suspected to have a direct effect on organizational commitment.
- H_8 = Transformational leadership is suspected to have an indirect effect on service quality through organizational commitment as a mediating variable.
- H_9 = Communication is suspected to have an indirect effect on service quality through organizational commitment as a mediating variable.
- H_{10} = Competence is suspected to have an indirect effect on service quality through organizational commitment as a mediating variable.

The conceptual framework of this study can be illustrated in Figure 1.

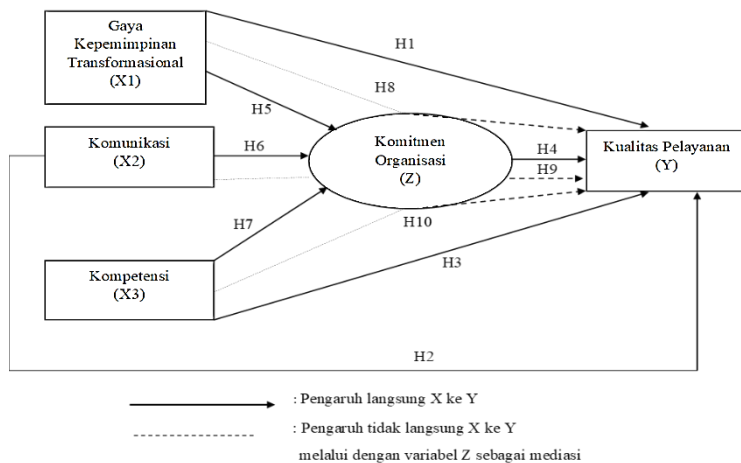


Figure 1. Research model

METHODS

This quantitative study employs Structural Equation Modeling (SEM) using Jamovi 2.6.19 to analyze the direct and indirect effects of transformational leadership (X1), communication (X2), and competence (X3) on service quality (Y), with organizational commitment (Z) as a mediator. Conducted at PT. RB Group and its four subsidiaries in 2025, the research combines primary data from questionnaires distributed to 201 purposively sampled employees (selected based on roles, experience, and service quality involvement) with secondary data from company reports and literature. Data was collected over a three-month through online and offline questionnaire distribution.

Sample and procedures

The study population includes all employees of PT. RB Group, encompassing managerial and operational staff. A purposive sampling technique was employed, selecting employees who have been with the company for at least two years and are involved in service delivery. The total sample consists of 201 employees, distributed as follows: PT RB Prima Konsultan (50 employees), PT RB Sistem Komputerindo (55 employees), PT RB Propertindo dan Investama (48 employees), and PT RBA Media Prima (48 employees). The data collection procedure involved distributing structured questionnaires through both physical distribution and Google Forms. Respondents were given one week to complete the questionnaire, and follow-up reminders were sent to ensure a high response rate. The questionnaire was divided into sections corresponding to the study variables, ensuring clarity and ease of response.

Measures

The variables in this study were measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Each variable was evaluated using measurement indicators adapted from previous research to ensure validity. Transformational Leadership (X1) was measured through four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Communication (X2) was assessed based on message clarity, feedback mechanisms, openness, and responsiveness. Competence (X3) was evaluated in terms of technical knowledge, problem-solving ability, and professional skills. Organizational Commitment (Z) was measured using indicators such as employee loyalty, engagement, and motivation. Meanwhile, Service Quality (Y) was assessed through aspects like reliability, responsiveness,

assurance, empathy, and tangible service attributes. To ensure the instrument's clarity, reliability, and validity, the questionnaire items were pre-tested on 30 employees. The internal consistency of each variable was tested using Cronbach's Alpha coefficient, and all variables showed strong reliability, with values exceeding the threshold of 0.7.

Data analysis technique

The collected data were analyzed using descriptive and inferential statistical methods. The descriptive analysis summarized the demographic characteristics of respondents, including gender, age, job position, and years of experience. For hypothesis testing, Structural Equation Modeling (SEM) was applied, using Jamovi 2.6.19 software. The data analysis techniques included: (1) Outer Model Analysis: Evaluating the validity and reliability of latent variables using confirmatory factor analysis (CFA). (2) Inner Model Analysis: Assessing the structural relationships between independent, mediating, and dependent variables. (3) Multicollinearity Test: Ensuring that independent variables are not highly correlated, which could distort regression results. (4) Path Coefficient Analysis: Measuring the direct and indirect effects of transformational leadership, communication, and competence on service quality, both with and without organizational commitment as a mediator.

Model fit was tested using goodness-of-fit measures, with statistical significance set at a 95% confidence level ($\alpha = 0.05$), ensuring reliable and valid findings.

RESULTS AND DISCUSSION

Result

The outer model analysis was conducted to evaluate the validity and reliability of the latent variables using Confirmatory Factor Analysis (CFA). The CFA results confirmed strong measurement properties. All factor loadings (>0.5) and AVE values (>0.5) demonstrated good validity. High reliability was evidenced by Cronbach's alpha and CR scores (>0.7) for all constructs (Table 1).

Table 1.

Goodnes of Fit & Cronbach's Alpha Reliability Test Result

Variabel	AVE	Cronbach Alpha
Transformational Leadership (X1)	0.536	0.886
Communication (X2)	0.540	0.900
Competence (X3)	0.615	0.837
Service Quality (Y)	0.568	0.796
Organizational Commitment (Z)	0.564	0.861

The normality test confirmed that the data followed a normal distribution. Based on the tests performed, the Shapiro-Wilk Test (P-Value = $0.526 > 0.05$), Kolmogorov-Smirnov Test (P-Value = $0.879 > 0.05$), and Anderson-Darling Test (P-Value = $0.458 > 0.05$) all indicated that the data were normally distributed. This supports the validity of further statistical analysis. Additionally, the model fit was assessed using Root Mean Square Error of Approximation (RMSEA) = 0.0677 and

Standardized Root Mean Square Residual (SRMR) = 0.0630. Both within acceptable thresholds, indicating a good and adequate fit between the model and the data. It can be seen in Table 2.

Table 2.

Normality Test Result & Goodness of Fit Test Result

Methods	P Value	Result
Shapiro-Wilk	0.526	Normal
Kolmogorov-Smirnov	0.879	Normal
Anderson-Darling	0.458	Normal
RMSEA	0.0677	FIT
SRMR	0.0630	FIT

The multicollinearity test was performed to ensure that independent variables were not highly correlated, which could distort regression results. The Variance Inflation Factor (VIF) values for transformational leadership, communication, competence, and organizational commitment were all below 5, confirming that there was no issue of multicollinearity. The tolerance values were greater than 0.1, indicating that each independent variable had sufficient variance independent of the others. It can be seen in Table 3.

Table 3.

VIF (Variance Inflation Factor)

Variable	VIF	Tolerance
GP	1.25	0.797
KOM	1.31	0.72
KOMP	1.42	0.706
KO	1.87	0.536

Path coefficients are used to analyze the relationships between latent variables in the inner model. This study applies a significance level of 5%. If the p-value is less than 0.05, the variable is considered significant, whereas if it is greater than 0.05, the variable is not significant (Hair et al., 2017:177).

Table 4.

Direct Effects Path Coefficient

Symbol	Relationship	Estimate	SE	β	Z	P	Conclusion
p1	GP (X1) $\Rightarrow$ KP (Y)	0.0633	0.0361	0.09	1.75	0.080	Not Influential
p2	KOM (X2) $\Rightarrow$ KP (Y)	0.2216	0.0358	0.30	6.19	<.001	Influential
p3	KOMP (X3) $\Rightarrow$ KP (Y)	0.1669	0.0379	0.23	4.41	<.001	Influential
p4	KO (Z) $\Rightarrow$ KP (Y)	0.3546	0.0538	0.39	6.60	<.001	Influential
p5	GP (X1) $\Rightarrow$ KO (Z)	0.1927	0.0454	0.24	4.25	<.001	Influential
p6	KOM (X2) $\Rightarrow$ KO (Z)	0.2417	0.0438	0.30	5.52	<.001	Influential

p7	KOMP (X3) => KO (Z)	0.3236	0.0441	0.40	7.33	<.001	Influential
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The research findings indicate various direct effects of transformational leadership, communication, competence, and organizational commitment on service quality. Since the P-Value is 0.080, which is greater than 0.05, it means that Transformational Leadership has no significant effect on Service Quality, suggesting that leadership alone is not enough to improve service quality without other supporting factors. In contrast, Communication has a direct and significant effect on Service Quality (P-Value < 0.001), implying that better communication within an organization leads to improved customer service. Similarly, Competence has a direct and significant impact on Service Quality (P-Value < 0.001), meaning that as employees' skills, knowledge, and expertise improve, they can deliver higher-quality services. Moreover, Organizational Commitment also directly affects Service Quality (P-Value < 0.001), showing that employees with higher loyalty and dedication to the organization provide better service. Additionally, Transformational Leadership has a direct and significant impact on Organizational Commitment (P-Value < 0.001), indicating that transformational leaders inspire employees, increase their loyalty, and strengthen their emotional attachment to the organization. Furthermore, Communication significantly influences Organizational Commitment (P-Value < 0.001), meaning that effective communication fosters a sense of belonging and enhances employee engagement within the organization. Lastly, Competence has a direct effect on Organizational Commitment (P-Value < 0.001), as employees with higher expertise feel more confident and committed to their work, leading to stronger organizational dedication. These findings highlight the crucial role of communication, competence, and organizational commitment in enhancing service quality, while transformational leadership, although impactful on commitment, does not directly contribute to service quality improvements.

Table 5.*Indirect Effects Path Coefficient*

Simbol	Relationship	Parameter	Estimate	SE	β	Z	P	Conclusion
IE1	GP (X1) => KP (Y) by way of KO (Z)	p5*p4	0.068	0.019	0.093	3.570	<.001	Influential
IE2	KOM (X2) => KP (Y) by way of KO (Z)	p6*p4	0.086	0.020	0.020	4.233	<.001	Influential
IE3	KOMP (X3) => KP (Y) by way of KO (Z)	p7*p4	0.115	0.023	0.158	4.903	<.001	Influential

The indirect effects of transformational leadership, communication, and competence on service quality through organizational commitment were found to be significant. Since the P-Value < 0.001,

which is less than 0.05, it indicates that although Transformational Leadership (X1) does not directly affect Service Quality (Y), its influence becomes significant when mediated by Organizational Commitment (Z). This means that a good leader enhances employee commitment, which ultimately improves service quality. Similarly, Communication (X2) indirectly affects Service Quality (Y) through Organizational Commitment (Z), as effective communication strengthens organizational commitment, leading to better service delivery. Clear and open communication fosters a more productive work environment, ensuring employees are more engaged and aligned with service quality goals. Additionally, Competence (X3) has an indirect impact on Service Quality (Y) through Organizational Commitment (Z), meaning that higher employee competence enhances organizational commitment, which in turn leads to improved service quality. These findings emphasize that while transformational leadership, communication, and competence may not always directly impact service quality, their influence becomes significant when mediated through a strong sense of organizational commitment.

Limitations

This study has several limitations that need to be considered for future research. First, the study focuses on a specific service company, which may limit the generalizability of the findings to other industries. The characteristics of different organizations, such as corporate culture, work environment, and employee engagement levels, may influence the relationship between transformational leadership, communication, competence, organizational commitment, and service quality. Additionally, the study primarily relies on a quantitative research approach, which, while useful for identifying relationships between variables, does not provide deeper insights into employees' perceptions, motivations, and contextual factors that may affect service quality. Future research could benefit from a mixed-methods approach that incorporates qualitative insights for a more comprehensive understanding.

Another limitation is related to the use of cross-sectional data, which captures relationships at a single point in time and does not account for changes over time. Organizational dynamics, leadership effectiveness, and employee commitment may evolve, making a longitudinal study more appropriate for assessing the long-term impact of transformational leadership, communication, and competence on service quality. Furthermore, while structural equation modeling (SEM) was used for data analysis, the study does not account for potential external factors such as economic conditions, market competition, and technological advancements, which may also influence service quality. Future research should incorporate additional moderating variables or explore external influences to provide a more robust analysis of the factors affecting service quality in service companies.

CONCLUSION

Based on the research conducted, several conclusions can be drawn. Transformational leadership has the ability to motivate employees and create a strong vision; however, other factors such as organizational culture, job satisfaction, and employee engagement also play a role in influencing service quality. Effective communication within an organization ensures that information is conveyed clearly, enhances team coordination, and enables quicker responses to customer needs, thereby improving service quality. Competence, which reflects employees' skills, knowledge, and experience in performing their duties, is crucial in delivering high-quality services. Employees with high organizational commitment tend to be more loyal and dedicated to providing the best service, ultimately enhancing service quality. Transformational leaders inspire, motivate, and build trust among employees, fostering a sense of belonging and loyalty, which strengthens organizational

commitment. Good communication creates an open, transparent, and supportive work environment. When employees feel heard and well-informed, they develop a stronger emotional attachment to the organization, which increases their commitment. Employees who possess high competence in their jobs feel more confident and valued by the organization. While transformational leadership may not directly improve service quality, it significantly enhances employee commitment, which in turn leads to better service delivery. Effective communication not only improves coordination and work efficiency but also reinforces organizational commitment. High competence boosts employees' confidence in their tasks and strengthens their commitment to the organization. With strong commitment, employees are more motivated to provide the best service possible.

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