Leadership in the Quality Public Service Improvement

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***Abstract*---**Public service is the implementation of government tasks directly to meet the needs and interests of the community. But what is happening today is the emergence of the phenomenon of government in carrying out public service activities that are often interpreted in different connotations by the public. Therefore, it is considered necessary to improve the quality of public services in accordance needs of the community. This is certainly strongly influenced by good leadership for the improvement of the implementation of public services as an urgent need for the improvement of public services to the community. The purpose of this study is to find out the interconnectedness of local leadership relationships in the implementation of public services so that there is an improvement in the quality of public services. This research uses quantitative methods with a descriptive approach with data collection techniques in this study consisting of observation, questionnaire, and literature studies (library research). Determination of research samples through multistage random sampling methods and formulating them into the Slovin formula. The results showed the amount of quality of public services. The field of cleanliness handling cleanliness is 4050 or 67.50% with a fairly good predicate.

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Introduction

Public sector efficiency is one of the keys to the creation of national competitiveness at the global market level (Afonso et al., 2010; Prideaux & Cooper, 2003). All countries are trying to reform themselves at all levels of government to accommodate the aspirations of society as consumers of public services (Osborne, 1993; Riccucci & Thompson, 2008). The purpose of the order of governance is to realize the welfare of society fairly and prosperously (Jing, 2021; Kahne & Westheimer, 1996; Stewart & Walsh, 1992). The government carries out and organizes state activities, including providing public services to its citizens (Albury, 2005; Hartley, 2005; Moore & Hartley, 2008; Torfing, 2019; Torres & Pina, 2001). Public service is the provision of services or serves the needs of the community or citizens who have an interest in the organization following the basic rules and procedures that have been established (Denhardt & Denhardt, 2015). The government is essentially providing services to the community and creating conditions that allow every member of society to develop the ability and creativity to achieve common goals (Tiernan, 2015; Walsh, 1991).

Public service is the important thing that relates to a large community (Van Wart, 2014). This means the state as an organization must play its role as a leading institution related to service to the community (Van de Walle & Bouckaert, 2007). In this context, public service is the implementation of government tasks directly to meet the needs and interests of the community (Van Wart, 2014). Moreover, what is happening today is the emergence of the phenomenon of government in carrying out public service activities that are often interpreted in different connotations by the community (Newman & Clarke, 1994). For the Public, Bureaucracy is more likely to be judged as a very convoluted service process when the community deals with public services (Light, 2001; Nahruddin & Tambajong, 2017; Newman & Clarke, 1994). It is, therefore necessary to improve the quality of public services to the needs of the community (Ler, 2017; Light, 2001; Newman & Clarke, 1994; Priyono et al., 2021; Seay et al., 1996). In this regard, the implementation of public service depends on good leadership as an urgent need for the improvement of public services to the community (Priyono et al., 2021).

The government should provision of quality service for the public (Martin, 1986; Schick, 2003; Wyckoff, 1984). Quality of public services can be seen from the characteristic of excellence of service quality customer's needs and demands, and the provided service consistent with customer expectations (Wyckoff, 1984). If customers perceive service as they expected then the service quality perceived is good/satisfactory, and if the services received exceed the expectations of the customer, this perceived service quality is very satisfying, and vice versa. Quality public service refers to how the government is giving excellent services to the community following the expectations or desires of the community as customer service recipients. So, new public service can say to be qualified with the concept of transparent, accountable, containing the truth, fair, clarity, and certainty,

democratic, participatory, and responsive to the public's needs and satisfaction. so that it can affect a person's stress condition if not fulfilled, stress is a body reaction that appears when someone faces a threat, pressure, or a change (Suhron & Amir, 2018; Suhron et al., 2020; Suhron et al., 2019).

Excellence service quality is highly achievement expected from a job, especially optimal service quality can only be achieved by the sub-district official in carrying out their work. But, many factors that affect the service of quality, in this case: the leadership factor. If the leader does not have good leadership, then subordinates will be very difficult to develop because of the function of leadership as drive and giving direction to his subordinates. The leader's role can also be as a giver of work motivation to his employees in the form of encouragement or appreciation, without good leadership, excellent service of quality will be difficult to realize. It can prevent stress and increase one's self-esteem (Suhron, 2016; Suhron, 2017; Yusuf et al., 2019).

Leadership can be defined as the process of providing general direction and influencing individuals or groups to achieve goals. The leadership affected the quality of the results of services provided to the community, namely the aspect of human resource capabilities consisting of skills, improving in knowledge and attitudes, then this will affect the implementation of their duties more efficiently, professional, it will produce better quality in service. In other words, aspects of human resources, including leadership needs an acceleration process to encourage the realization quality of good service. Why leadership is important for developing transparent government and improving public services. Is it the only slogan that leadership is needed in public service? It is not only the central government that has been required to show greater leadership to modernize public services. In the era of good governance, leadership is the key to aims for innovation and excellence. Therefore, it can be said that leadership is seen as important in the development of the current government as well as improving public services (Avolio & Gardner, 2005; Hollander, 1992).

Research Method

The design used in this research is a quantitative design with a descriptive approach with data collection techniques in this study consisting of observations, questionnaires, and literature studies (*library research*). This research consists of two variables, namely the independent variable (X) Leadership from subordinaries, operationalized into five dimensions, namely educator, administrator, supervisor, innovator, and motivator. The dependent variable (Y) is the quality of public services in the field of cleanliness to the community which is operationalized into three dimensions, namely the dimensions of service procedures, dimensions of service processes, and dimensions of facilities and infrastructure. To facilitate the implementation of the research, research samples were drawn using the multistage random sampling method with six sub-districts found which were then applied to the sampling formula with the Slovin's formula is given as follows:

$$n = \frac{N}{1+Ne^2}$$

Where:
n = no. of samples
N = total population
e = error margin/margin of error
sample size margin error 1%, 5% and 10%

Result and Discussion

Questionnaire data processing using construct validity calculations and leadership variables are as follows:

Table 1
The result of validity scores of leadership construct

NO	$r$score	$t$score	$r$table	Result
1	0.89	7.96	1.73	valid
2	0.87	7.77	1.73	valid
3	0,91	9.83	1.73	valid
4	0.87	7.88	1.73	valid
5	0.90	9.14	1.73	valid
6	0.87	7.94	1.73	valid
7	0.79	5.79	1.73	valid
8	0.92	10.59	1.73	valid
9	0.82	6.43	1.73	valid
10	0.88	8.37	1.73	valid
11	0.85	7.17	1.73	valid
12	0.73	4.80	1.73	valid

Based on the research result from the table above found that all statements in this research instrument were declared valid and there were no changes in the questionnaire because all statement items had values above the critical value of 0.3. Thus, all research instruments have been declared ready to be used as a tool to collect data from the respondents who have previously formulated the number. Furthermore, the processing of the questionnaire data by using the calculation of construction validity on the service quality variable is as follows:

Table 2
The result of the validity of service quality instruments

Question	rb	ri	$r$count Value	Description
1	0.89	0.94	0.444	Reliable
2	0.87	0.93	0.444	Reliable
3	0.91	0.95	0.444	Reliable
4	0.87	0.93	0.444	Reliable
5	0.90	0.95	0.444	Reliable
6	0.87	0.93	0.444	Reliable
7	0.79	0.88	0.444	Reliable
8	0.92	0.96	0.444	Reliable
9	0.82	0.90	0.444	Reliable
10	0.88	0.94	0.444	Reliable

| 11 | 0.85 | 0.92 | 0.444 | Reliable |
| 12 | 0.73 | 0.84 | 0.444 | Reliable |

In the table above, it can be seen that all questions are valid and there is no questionnaire in change because all statement items have a critical value above 0.3. While the results of the calculation of the reliability of the subdistrict head leadership research instrument are as follows:

Table 3
The result of the reliability of the subdistrict head leadership instrument

No.	$r$score	$t$score	$r$table Value	Description
1	0.81	6.13	1.73	valid
2	0.82	6.43	1.73	valid
3	0,69	4.28	1.73	Valid
4	0.70	4.40	1.73	Valid
5	0.82	6.43	1.73	Valid
6	0.83	6.62	1.73	Valid
7	0.84	6.95	1.73	Valid
8	0.86	7.54	1.73	Valid
9	0.86	7.54	1.73	Valid
10	0.81	6.14	1.73	Valid
11	0.73	4.80	1.73	Valid
12	0.70	4.44	1.73	valid

The results show that decision that all statement items from the Leadership variable are reliable. Meanwhile, the results of the calculation of the reliability of service quality research instruments are as follows:

Table 4
The results of service quality instrument reliability

Question	rb	ri	$r$table Value	Description
1	0.81	0.90	0.444	Reliable
2	0.82	0.90	0.444	Reliable
3	0.69	0.82	0.444	Reliable
4	0.70	0.82	0.444	Reliable
5	0.82	0.90	0.444	Reliable
6	0.83	0.90	0.444	Reliable
7	0.84	0.91	0.444	Reliable
8	0.86	0.92	0.444	Reliable
9	0.86	0.92	0.444	Reliable
10	0.81	0.90	0.444	Reliable
11	0.73	0.84	0.444	Reliable
12	0.70	0.82	0.444	Reliable

As shown in Table 4, that all statement items from the variable quality of public services are declared reliable. Thus, all research instruments have been ready to be used as a tool to collect data from respondents whose numbers have been

formulated previously. Based on the study research through the distribution of questionnaires to respondents around Jatinangor District, the author suggests the leadership of the Jatinangor's Subdistrich Head based on indicators of leadership can be described as follows:

Table 5
Respondents' responsiveness about leadership (Variable X)

No	Tested items	Score	Evaluation criteria
1	The Subdistrict Head can improve the ability of employees in using computers.	338	Very Satisfied
2	The Subdistrict Head can make an office more create comfortable.	383	Very Satisfied
3	The sub-district head can be giving advice or encouragement to his/her staff	365	Very Satisfied
4	The Subdistrict Head regulates the work procedures in the District	366	Very Satisfied
5	The Subdistrict Head arranges the distribution of tasks and authority	297	Average
6	The Subdistrict Head organizes some activities (Coordinative duties)	362	Very Satisfied
7	The Subdistrict Head can manage files and administration of the Sub-district residents.	327	Satisfied
8	The Subdistrict Head guides for the improvement of some activities	374	Very Satisfied
9	The Subdistrict Head gives to innovate for better things.	266	Dissatisfied
10	The sub-district head created a family atmosphere.	335	Satisfied
11	The sub-district head motivation of work discipline.	366	Very Satisfied
12	The sub-district head directs created smooth communication in all directions.	271	Dissatisfied
	total score	4050	

As shown in Table 5, respondents' responses to the sub-district leadership in handling cleanliness. It can be seen that the total score for the Subdistrict-Head leadership in handling cleanliness is 4050. The total score is entered into a continuum line, the measurement of which is determined by:

- Maximum Index Score = 5 x 12 x 100 = 6000
- Minimum Index Score = 1 x 12 x 100 = 1200
- Interval Data = [maximum index score – minimum index score] : 5
  = (6000 – 1200) : 5
  5,7 = 6
- Percentage = [total score: maximum index score] x 100% = (4050 : 6000) x 100%
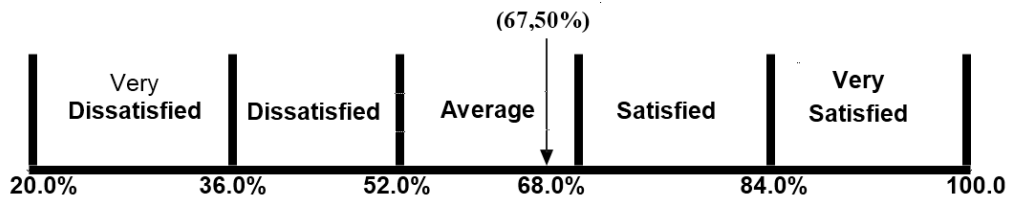 = 67,50%

Figure 1. The leadership continuum

Ideally, the expected score for the respondents' answers from 12 tested items is 6000. From the table above as shown the value obtained is 4050 or 67.50% of the ideal score of 6000 (Zong & Zhen, 2021; Rinartha et al., 2018). Descriptive analysis in the field of sub-district leadership, which is built through the dimensions of educator, administrator, supervisor, innovator, and motivator, results in a score of 4050, with a percentage of 67.50% (Average). According to the study of these results, the researcher believes that level of leadership of the subdistrict in Jatinangor District Office Sumedang overall is moderately satisfied because some of the respondent's responsiveness is as shown being dissatisfied, this needs improvement in this field because there are somethings that the Subdistrict head for himself cannot do optimized, for example, he/she should be an example or being role model in discipline and has not been able to give appreciation to the people who have contributed cleans' the area (Laswad et al., 2005; Afonso & Fernandes, 2008). Based on the results of the study through the distribution of questionnaires to the surrounding respondents, the authors suggested the quality of cleaning services based on indicators of service quality with the following results:

Table 6
Respondents responsiveness of service quality (Variable Y)

No	Tested items	Score	Evaluation criteria
1	Was The Subdistrict Head demonstrate good service as a role model in the community?	265	Dissatisfied
2	Did the subdistrict officer understand your question and give a clear explanation?	300	Average
3	Was the subdistrict officer give a procedure of the service with accurate?	271	Dissatisfied
4	Was the subdistrict give of service processed on time?	354	Very Satisfied
5	How objective was the subdistrict head to solve the problem in the community problems?	364	Very Satisfied
6	How well did the security level in the community service in the Jatinangor subdistrict?	359	Very Satisfied
7	How is the sub-district officer's attitude when given in service?	290	Average
8	Did the subdistrict treat you with courtesy?	319	Satisfied
9	How well did the subdistrict treat you friendly?	334	Satisfied

10	How did the subdistrict officers' in the Jatinangor District office-friendly give the service?	350	Very Satisfied
11	How well did the public facilities in the community so far?	356	Very Satisfied
12	Was the subdistrict provide the infrastructure for jatinangor's village?	356	Very Satisfied
	Total Score		3918

As shown in Table 6, respondents' responses regarding the service quality in handling cleanliness. It can be seen that the total score for the quality of service in handling hygine is 3918. The total score is entered into a continuum line, the measurement of which is determined by:

- Maximum Index Score = 5 x 12 x 100 = 6000
- Minimum Index Score = 1 x 12 x 100 = 1200
- Interval Data = [maximum index score – minimum index score] : 5
  = (6000 – 1200): 5
  5,7 = 6
- Percentage = [total score: maximum index score] x 100% = (3918 : 6000) x 100%
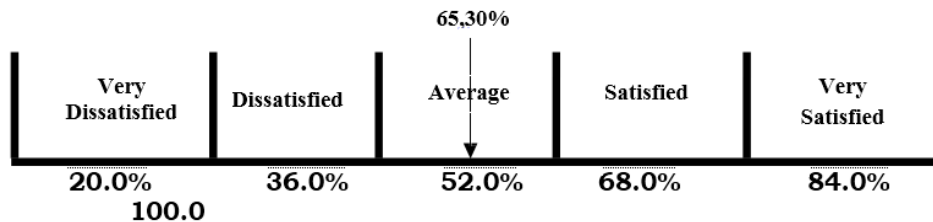 = 65,30%

Figure 2. The Leadership Continuum

Ideally, the expected score of respondents' answers from the 12 items tested is 6000. From the table above, it can be seen that the value obtained is 3918 or 65.30% of the ideal score of 6000. Descriptive analysis in the field of sub-district leadership, which is built through the dimensions of educators, administrators, supervisors, innovators, and motivators, resulting in a score of 3918, with a percentage of 65.30% (Average). According to the table results, overall of the respondent's responsiveness regarding variable Y, namely the quality of cleaning services is sufficient, with a score of 3918. It requires some improvements because some areas have not been neatly arranged regarding public services in the field of cleanliness and still need to be done. To improve by controlling and supervising all levels of society (Epple & Romano, 1996; Francois, 2000).

The discussion of the results includes an analysis of the relationship between the subdistrict's leadership (variable X) on the quality of cleaning services (variable Y) at the Jatinangor District office, Sumedang. This quantitative analysis uses statistical calculations to find out how big the relationship between the leadership of the Jatinangor sub-district head, Sumedang district. The data processing and

analysis are using SPSS (Mund, 2016; Jurgaitis, 2018). Correlation analysis was used to determine the relationship between the research variables of the sub-district leadership and the quality of cleaning services in the handling of cleanliness in the Jatinangor sub-district, Sumedang. According to the statistical calculation using the Kendaltau formula, τ (the correlation) between variables, with a value of 0.0834, then it must be known in advance how many τ tables can test the hypothesis. Regarding τ table of values for the control level with a critical value for the Pearson correlation test with an error rate of 5%, τ value of = 2.58 is obtained (Redman et al., 2013; Podgursky et al., 2004).

Thus τ z score 0,0834 > z table 2,58, then H$_O$ rejected. This means a significant correlation between X and Y. This interpretation means that the relationship between the sub-district leadership and the quality of cleaning services has a strong correlation, because τ value (correlation) in numbers 0 and 2, even close to 3 (Bahkia et al., 2021; Cuaresma-Escobar, 2021). This means if the sub-districts leadership is good and optimized, then the quality of service will also work well and optimized. Furthermore, to find out how big the relationship of the research variables between the Subdistrict leadership (variable X) and the Quality of Cleaning Services for Handling Hygiene (variable Y), the correlation coefficient formula is:

$$\tau = n_p\text{-}n_n/\ C(\ n,2\ )$$

Where as:

τ   = correlation coefficient
n_p = number of top rank points
n_n = number of bottom rank points
C = Combination
n = number of values 2 = Variable

According formula above, correlation coefficient:

KK = $(0,0834)^2$ x 100 %
KK = 0.0070 x 100 %
KK = 0.70

Based on the calculations stated that the relationship between the subdistrict leadership (variable X) and the quality of the cleaning service (variable Y) at the Jatinangor District office, Sumedang is 70%, the remaining 30% which is other variables, in this case, were not included in the study research (Pyon et al., 2011; Jin et al., 2017).

Conclusion

Based on the result of the research obtained, it can be concluded that:

- The quality of public services in the field of hygiene handling is 4050 or 67.50% with a satisfying predicate.
- The leadership factor in handling the field of cleanliness is 3918 or 65.30% with a satisfying predicate.

- There is a relationship between leadership on the quality of services in the handling of cleanliness in Jatinangor District with τ value = np-nn/ C(n,2) = 0.56.

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