

**EFFECT OF COMPETENCE, MOTIVATION OF EMPLOYEES,
LEADERSHIP AND CULTURE LEVEL TO THE QUALITY OF PUBLIC
SERVICES FOR POPULAR ADMINISTRATION IN DEMAND OF
POPULATION AND CIVIL REGISTRATION OF BIMA DISTRICT,
WESTNUSA TENGGARA PROVINCE, INDONESIA**

M. Alan Fauji 

Magister of Management, Faculty of Economics and Business, Universitas Mataram, Indonesia
alanfaujjunior12@gmail.com

Siti Nurmayanti

Magister of Management, Faculty of Economics and Business, Universitas Mataram, Indonesia

Lalu M. Furkan

Magister of Management, Faculty of Economics and Business, Universitas Mataram, Indonesia

Abstract

The purpose of research is to analyze the influence of competence variables, work motivation, leadership style and work culture on the quality of public services at the Department of Population and Civil Registration of Bima District. The method of collection data was done by questionnaire technique. The population in this research is 59 people with saturated sampling technique applied. Data is analyzed using descriptive statistical analysis with multiple linear regression approach. The result shows that partially competence variable has significant positive effect to public service quality, job motivation variable have positive significant effect to public service quality, leadership style have positive significant effect on public service quality, and work culture variable have a significant positive effect to public service quality. Furthermore, simultaneously the variables of competence, work motivation, leadership style and work culture have a significant positive effect on the quality of public services.

Keywords: Competence, work motivation, leadership style, work culture, public service quality

INTRODUCTION

Implementation of public services organized by government organizations still often get complaints from the public. The phenomenon of bad public services we often hear through the news either through mass media or print media, not least in the Regional Government of Bima District. From various types of public services implemented by the Government of Bima District, services in the field of population administration are categorized as low. Based on initial observation on the research object, the phenomenon of low quality of service caused by low attitudes, quality and motivation of employee employee's work in providing services, still the paradigm of old work of which there are still service officers who are difficult to be contacted by reason of busy other duties, who consider it difficult to service. Therefore, the purpose of this research is to test, to prove and to analyze the influence of competence variable, work motivation, leadership style and work culture on the quality of public service at the Department of Population and Civil Registration of Bima District.

Competence of employees is very helpful in improving the quality of service organizations provided to the community. In accordance with the results of research conducted by Ali et al. (2009), Enceng and Anshori (2012), Pratiwi (2013), Nurmasitha, et al. (2014), Sumardji and Ratnasari (2014), Motos et al. (2014), Rauf, (2015) Daughter (2015), Lumi et al. (2015), Raharja (2016), Risparyanto (2017), Eriswanto and Sudarma (2017), show that employee competence has a positive and significant impact on the quality of public services. However, the results of this study are different from the research of Ritu Narang (2011) conducted in India and Gunadi et al. (2013) stating that employee competence gives no significant effect on service quality.

Competent human resources are considered not enough to improve the quality of the organization without high employee motivation in performing better duties and responsibilities (Djabir, 2012). This is supported by several researches such as Sunarto (2005), Djabir (2012), Enceng and Anshori (2012), Mutaqqin et al. (2013), Suswardji and Ratnasari (2014), Motos et al. (2014), Rauf (2015) stated that work motivation has a significant positive effect on public service. However, this is different from the results of Lili Ferdousipour (2016) research conducted in Tajikistan and Risparyanto (2017) research which stated that motivation does not give significant influence to the quality of public service.

One's leadership style determines the success of an organization or agency it leads. This is in accordance with the opinion of Nawawi and Hadari (2004: 74) states that leaders are responsible for motivating and giving direction to subordinates. In this case a leader must be able to encourage and direct employees properly to have a high work motivation in providing professional services in the public. In accordance with research results Olivianti and Kolopaking

(2014), Tamami (2016) states that leadership has a significant effect on the quality of public services. But unlike the results of research Zohre Sorinezami and Reza Hakimi (2015) and Mansur (2008) states that leadership has no significant effect on the quality of public services.

Effective leadership is a part of organizational culture. A strong organizational culture will foster a good work culture. A good working culture will affect the output of the organization. So that organizations that have a good working culture will have good quality in providing services to the community. This is in line with research conducted by Maria (2014), Ronald (2016), Zulkifli (2017), Agusriadi (2016) who stated that employee work culture has a positive effect on public service. However, Pratiwi's research (2012) gives different results, that the work culture has no significant effect on the quality of public services.

Basically, research on the quality of public services has been largely done by previous researchers. Therefore, researchers are motivated to conduct further research on the quality of public services. The quality of public services will always be interesting to be studied and discussed, because society always experience dynamics, and the development of science and technology very rapidly. Along with this, concepts, dimensions, indicators about the quality of public services will change. Referring to the phenomenon of service quality that occurred at the Department of Population and Civil Registration of Bima District and different findings between the results of previous research, this study aims to re-examine the influence of employee competence variables, work motivation, leadership style and organizational work culture on the quality of public services. The difference of this study with previous research is that previous researchers conducted research using these variables separately, the researchers in this study combine these four different variables in one study. Taking these variables in accordance with the existing phenomenon on the object of research based on initial observations.

THEORETICAL BASIS

Quality of Public Service

Dessler (2004: 261), put forward the quality is the totality of the appearance and characteristics of a product or service related to its ability to meet the needs sought. In other words quality/quality measures how well a product or service to meet the needs of its customers. In the Decision of the Minister of Administrative Reform of the State of the Republic of Indonesia Number: Kep / 63 / M.Pan / 2/2003 on General Guidelines for Public Service Implementation Government agencies explain public service is all public service activities as an effort to fulfill the needs of service recipients, legislation. Furthermore, according to Kurniawan in Sinambela (2010:5) public service is defined as the service providers (serve) the needs of people or

communities who have interests in the organization in accordance with the rules and procedures set.

Competence

The concept of competence was first popularized Richard Boyatzis since 1982 in his book *The Competent Manager*. Boyatzis in Mustopadidjaja (2005:57) defines competence as a person's ability that appears in his attitude according to the needs of work within the organization's environmental parameters and gives the desired result. According to Robbins (2008:57) competence is the capacity of an individual to do various tasks in a job.

According to the decision of the Head of the State Personnel Agency Number 46A of 2003 states that competence is the capability and characteristics possessed by a civil servant in the form of teaching, skills, and behavioral attitudes required in the performance of his official duties, so that the PEGA can perform his duties professionally, effectively and efficient.

Work Motivation

Simply motivation is defined as the power of resources that drive and control human behavior. In the context of work, motivation is an important factor in encouraging an employee to work.

Leadership Style

According to Robbins and Judge (2015: 249), leadership is the ability to influence a group towards the achievement of goals. Organizations need strong leadership and strong management for optimal effectiveness and require leaders to challenge the status quo, create a vision of the future, and inspire members of the organization to achieve the vision. We also need managers to formulate detailed plans, create efficient organizational structures, and oversee day-to-day operations.

Meanwhile, according to Supardo (2006:4), states that the style of leadership is a complex way and process where someone affects others to achieve a mission, task or a organization target in a more reasonable way. According to Herujito (2006: 188), states that leadership style is not talent, therefore leadership style learned and practiced in its application must be in accordance with the situation at hand.

Work Culture

Work culture is a philosophy based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a group of people or organizations that is reflected from the attitude to be behaviors, beliefs, ideals, opinions and actions that manifest as "Work or

work", Triguno (1996) in Prasetya (2001). The Decree of the Minister of State Apparatus Empowerment Number 25 Year 2002, defines work culture as the way of everyday work that is of the highest quality and always underlies meaningful values, so that it becomes motivation, inspires to always work better, and satisfy for the society served.

Taliziduhu Ndraha in the Work Culture Theory, defines a work culture, namely; "Is a group of basic thoughts or mental programs that can be utilized to improve the efficiency of work and human cooperation owned by a community class". Meanwhile, according to Osborn and Plastrik in his book Human Resource Management explains that: "Work culture is a set of behavioral feelings and psychological framework that is deeply internalized and owned jointly by members of the organization".

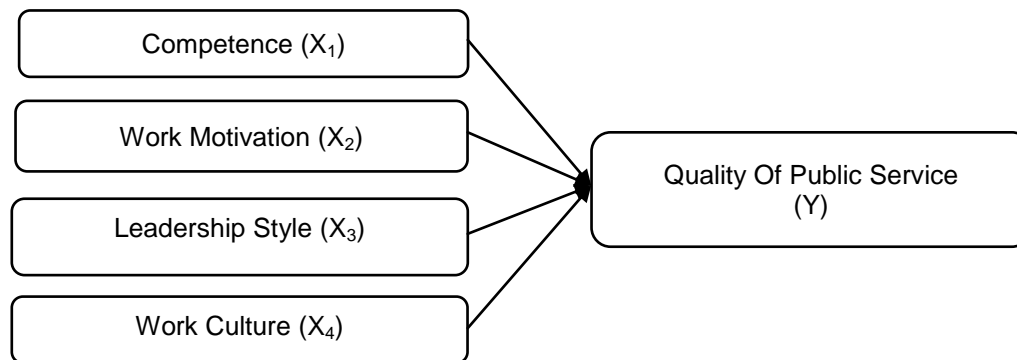


Figure 1. Conceptual Framework

Research Hypotheses

1. Competence influence on the Quality of Public Service at the Department of Population and Civil Registration of Bima District. The higher the competencies possessed by employees in the organization then increasingly improve the service quality of the organization (H1).
2. There is influence of work motivation on the quality of public service at the Department of Population and Civil Registration of Bima District. The higher the work motivation of employees in the organization the more qualified the services provided by the organization (H2).
3. There is influence of Leadership Style on Quality of Public Service on Population and Civil Registration of Bima District. The stronger the leadership style in directing, encouraging, and motivating and influencing subordinates to achieve organizational goals, the higher the level of service quality of the organization (H3).

4. There is an influence of Working Culture on the Quality of Public Service at the Department of Population and Civil Registration of Bima District. The better the work culture in the organization the higher the quality of service in the organization (H4).

RESEARCH METHOD

Population

Population in this research is Employee Apparatus at Population and Civil Registration Agency of Bima District, where the number of employees is known that as many as 59 employees so that sampling technique for this population is done by census method (saturated sample) because all members of the population are sampled.

Data Collection Techniques and Tools

Data collection techniques used in this study is Questionnaire technique, that is data collection technique done by giving a set of questions or written statement to the respondent to be answered (Sugiyono, 2016:142).

Data Analysis Technique

In this study researchers used descriptive statistics with multiple linear regression approach. Before tested by multiple linear regression, firstly observed the quality of observation instrument, data normality test, and classical assumption test using SPSS 16 program. The model of regression equation of data in this study can be formulated as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

RESULTS

Hypothesis testing

Hypothesis testing is done to determine whether there is influence of independent variables to dependent variable simultaneously (together) and partially (individual). The hypothesis tested in this research is the influence of competence, work motivation, leadership style and work culture on the quality of public service at the Department of Population and Civil Registration of Bima District. Hypothesis test used is as follows:

Coefficient of Determination Calculation (R^2)

The coefficient of determination essentially measures how far the ability of the model in explaining the variation of the dependent variable. The coefficient of determination is between zero and one. A small value means the ability of independent variables to explain the variation

of the dependent variable is very limited. A value close to one means independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2016: 95-96). Based on the test results can be obtained results as can be seen in the following table.

Table 1. Coefficient Determination Test Results (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,690 ^a	,548	,461	2,687

In relation to the above table, the value of R is 0.690 and R Square (R^2) is 0.548. This shows that the strength of the relationship of competence variables, work motivation, leadership style and work culture is 69%, while the ability of independent variables explain the variation on the dependent variable reach 54.8% or it can be said that the ability of independent variables in providing information needed for predicting variation of dependent variable is 54,8%.

This study uses independent variables more than one, therefore to see the ability of independent variables predict the dependent variable is to use adjusted R Square value. The adjusted R square value obtained from the above table is 0.461. This means that 46.1% of variations in the rise and fall of public service quality are explained by the four independent variables (competence, work motivation, leadership style and work culture). While the remaining 53.9% is explained by other variables that are not used in the research model. In addition, from the table above also obtained the standard value error of the estimate (standard deviation of residual variables) of 2.687 which means the probability of estimation errors or calculations in this study amounted to 2.687%.

Significant Test of Simultaneous Parameters (Test Statistic f)

The statistical test f (f test) is basically intended to determine whether all independent variables or independent variables included in the model have a mutual influence on the dependent or dependent variable.

This conclusion can be done by looking at the value of Sig. (significance). If the value is Sig. below 0.05 then all independent variables affect the dependent variable and vice versa. The result of calculation of statistic test f can be seen in table below:

Table 2. f Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1244.951	4	311.238	3.504	.013 ^a
Residual	4619.189	52	88.831		
Total	5864.140	56			

Based on the above table, it is known that the value of f count is 3.504 with a significance level of 0.013. This shows that together, all independent variables consisting of competence, work motivation, leadership style and work culture have a significant effect on the quality of public service at the Department of Population and Civil Registration of Bima District. This condition is supported by a value of f count greater than the f table value at $df_1 = k-1 = 4-1 = 3$ and $df_2 = nk = 57-4 = 53$ ($3.504 > 2.66$) and a level of significance less than the degree of confidence which has been determined ($0.013 < 0.05$). Then the conclusion independent variables together affect the dependent variable.

Individual Parameter Significant Test (Test Statistic t)

Hypothesis testing with statistical t test in this study aims to analyze the influence of each competence variables, work motivation, leadership style and work culture on the quality of public services. It can be said also t statistical test done to determine the partial influence or influence of independent variables to the dependent variable. To draw conclusions can be done by looking at the value of Sig. (significance). If the value is Sig. (Significance) below 0.05 then the independent variables affect the dependent variable and vice versa. Then by looking at the value of tcount and t_{table} . If t_{table} smaller than titung then the conclusion independent variables affect the dependent variable. Summary of results of hypothesis testing with statistical test t can be seen in the table below:

Table 3. t Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.068	21.506		.189	.851
X1	.681	.263	.323	2.590	.012
X2	.382	.173	.282	2.204	.032
X3	.543	.263	.263	2.060	.044
X4	.334	.180	.231	2.852	.020

Based on the above table, decision making for research hypothesis with statistical t test can be done by comparing the t_{count} with t_{table} . The t_{table} value with $df = n - k - 1$ ($57 - 4 - 1 = 52$), and a real 5% level can be obtained using the statistical table of 1.674 ($t_{table} = t(0.05, 52) = 1.674$).

In relation to the results of the analysis in the table above, it can be arranged regression equation as follows:

$$Y = 4,068 + 0,681 X1 + 0,382 X2 + 0,543 X3 + 0,334 X4 + e$$

Based on the regression equation above, it can be explained as follows:

1. The constant coefficient of 4,068 indicates that if the competence variable (X1), work motivation (X2), leadership style (X3) and work culture (X4) are equal to 0 (zero), the quality of public service (Y) is 4,068.
2. Regression coefficient of competence variable of 0.681 means that by sampling every increase of one unit of competence will cause improvement of public service quality equal to 0,681 with assumption of other independent variable constant. In the population after tested the significance of competence variables have a significant positive effect on the quality of public services.
3. Regression coefficient of work motivation variable of 0.382 means that any increase in one unit of work motivation will lead to improvement of public service quality of 0.382 with the assumption of other independent variables constant. In the population after the test of significance of work motivation variable significantly positive effect on the quality of public services.
4. Regression coefficient of leadership style variable of 0.543 means that any increase in one unit of leadership style will cause improvement of public service quality of 0,543 assuming other independent variable constant. In the population after tested the significance of leadership style variables have a significant positive effect on the quality of public services.
5. Regression coefficient of work culture variable of 0.334 means that every increase of one work culture unit will cause improvement of public service quality equal to 0,334 with assumption of other independent variable constant. In the population after the test of significance of work culture variables have a significant positive effect on the quality of public services

Based on the partial test results it can be seen that:

1. Based on the above table, it can be seen that the thitung value of the competence variable of 2.590 with a significance level of 0.012. This means $t_{count} > t_{table}$ ($2,590 > 1,674$) and its significance value $< 5\%$ ($0.012 < 0.05$). Thus, hypothesis 1 (H1) in this study which

states that there is influence of competence on the quality of public service received. The result of data analysis showed that the competence variable had a significant positive effect on the quality of public service.

2. With respect to the results of data processing in the table above, it can be seen that the t-test of the motivation of work variable of 2.204 with a significance level of 0.032. This means $t_{\text{count}} > t_{\text{table}}$ ($2.204 > 1.674$) and its significance value $< 5\%$ ($0.032 < 0.05$). Thus, hypothesis 2 (H2) in this study which states that there is influence of work motivation on the quality of public service received. The result of data analysis shows that the motivation variable of work has a significant positive effect on the quality of public service.
3. Data shown in the table above, it is known that the value of the count of leadership style variable of 2.060 with the level of significance of the leadership style variable of 0.044. This means $t_{\text{count}} > t_{\text{table}}$ ($2.060 > 1.674$) and its significance value $< 5\%$ ($0.044 < 0.05$). Thus, the hypothesis 3 (H3) in this study which states that there is influence of leadership style on the quality of public service received. The result of data analysis shows that leadership style variables have a significant positive effect on the quality of public service.
4. Based on the data in the above table, it is known that the t_{count} of the work culture variable of 2.852 with a significance level of 0.020. This means $t_{\text{count}} > t_{\text{table}}$ ($2.852 > 1.674$) and its significance value $< 5\%$ ($0.020 < 0.05$). Thus, the hypothesis 4 (H4) in this study which states that there is an influence of work culture on the quality of public service received. The result of data analysis shows that the work culture variables have a significant positive effect on the quality of public service.

DISCUSSION

The Influence of Competence on Quality of Public Service

The success or failure of a public service activity within an organization depends on the implementing elements or service personnel present within the organization. The organization's management must provide sufficient and appropriate resources to implement the quality system. The ability of an organization depends on the ability of individuals working in the organization. Employees as service personnel in the organization must have a standard of competence which is one standard measure in the implementation of public services. Competence is the capacity of an individual to do various tasks in a job (Robbins, 2008:57).

Based on the data analysis in this study, found the results showed that competence has a significant positive effect on the quality of public services. Based on observations on the

object of research and interviews with some respondents, this condition is caused by knowledge and skills owned by most employees considered in accordance with the field of duty officer. Placement of employees in each field within the organization is done equally and proportionally. Organizations always provide special training for employees related to operational standards of services carried out by the Department. These trainings are implemented in order to improve the quality of the employees, namely the improvement of knowledge and skills specifically in the field of public services. This has a positive impact on improving employee competence in general. Thus the employees are able to understand the service system that has been set in standard operating procedures (SOP) and employees are also able to communicate the system with the good service to the community. In addition, employees at the Office of Population and Civil Registration Bima District has a high educational strata that is the average employee educated S1, and there are also employees who have S2 educated. With the educational background that is owned, employees are able to apply the knowledge and skills possessed in the implementation of the task of providing quality services to the community related to their respective field of duty.

These findings are consistent with the Ability theory concept developed by Kheith Davis (164:484) which states that ability is part of knowledge and skill. Where the competence of employees greatly determines the quality of the organization. According to Rivai (2009:289) argued that the capabilities of individual employees must be able to support any changes made by the organization. In other words, the competence possessed can support the quality of public services.

The findings in this study are also in line with the results of previous studies in research from Nurmasitha, et al. (2011), Pratiwi (2013), Tulusan et al. (2015), Raharja (2016), Eriswanto and Sudarma (2017), stating that employee competence has a significant positive effect on service quality. But the results of this study is different from the research Ritu Narang (2011) conducted in India and research Gunadi et al. (2013) stating that the competence of employees has no significant effect on the quality of public services.

Effect of Work Motivation on Quality of Public Service

Employee motivation is one factor to improve the quality of service of an organization. The ability, skill and skill of an employee is meaningless if not followed by high employee motivation. An organization not only expects employees willing and able to work hard, but how employees have high motivation to achieve organizational goals. According to Sondang P. Siagian (2008: 138), motivation is the driving force which resulted in an organization member willing and willing to mobilize the ability in forming the skill and skill of the personnel to organize the various

activities that become his responsibility and fulfill his obligation in achieving the goals and objectives of the organization which has been specified.

Based on the results of data analysis in this study indicates that the motivation of work have a significant positive effect on the quality of public services. Based on the findings of the observation and interviews of some respondents in the research location, the level of employee motivation seems high due to the division of labor evenly in accordance with the field of duties of each employee, working procedures are planned and specified in detail standard operating procedures (SOP), often rewards and recognizes high-performing employees, and there is a distribution of incentives according to the type of activity divided according to the activity decree (SK) of activities in accordance with the Office Use Budget Document (DPA). In addition, the work environment created to provide comfort to employees in general, although there are still some employees who feel uncomfortable. But this does not affect the level of work motivation that has been established among employees. Then, employees who are encouraged with skills enhancement and skills in the field of service through trainings, are able to present their own motivation for employees in applying new knowledge gained in training to improve the quality of services provided to the community.

The findings in this study show results that are in line with the concepts of motivational theory outlined by Gibson (1989: 97), that the theory of motivation is divided into two: Theory of Satisfaction (*Content Theory*) and Process Theory (*Process Theory*). According to Gibson, one will be motivated because of the good encouragement that arises within a person (internal) as well as arising from the external environment. In accordance with the concept of Content Theory in which there is a Theory of Need Motivation developed by Abraham A. Maslow, Tree Needs Theory developed by David McClelland, Theory X and Y developed by McGregor, ERG Theory developed by Clayton Aldefer and Theory Two Factor. Where these theories suggest that there are internal factors of a person who can affect motivation. Motivation arises because of the need to be met. Where the needs are attached to the individual self. Then the concept of Process Theory (*Process Theory*) in which there is the Theory of Hope from Victor Vroom, Goal Setting Theory of Edwin Locke, The Reinforcement Theory of B.F. Skinner and The Theory of Equity (*Equity Theory*) of J. Stacy Adam. These theories explain that one's motivation is driven by the expectation of what will be achieved by his work, the determination of the goals to be achieved with his work, and the recognition and sense of justice, in which one often compares their efforts with others in the same work situation. This is an external factor affecting one's work motivation in an organization.

This study gives results that are in line with previous studies conducted by Rahyunir Rauf (2015), Fiolita C. Motoh, Alden Lalona, Deysi L. Pampongangoy (2014), Edi Suswardji, Ina

Ratnasari (2014) who stated that employee motivation have a significant positive effect on the quality of public services. Unlike Lili Ferdousipour (2016) research conducted in Tajikistan and Risparyanto research (2017) which stated that motivation has no significant effect on the quality of public service.

The Effect of Leadership Style on Quality of Public Service

According to Goleman (2002), the task of the leader is to create what is called resonance (positive resonance) that can make all human resources in the organization continue to improve themselves (*committed*) and donate the best for the organization. Robbins and Judge (2015) argued that leadership style is the style of a leader in influencing people or subordinates so that they will try, willing and enthusiastic toward the achievement of desired goals.

Based on the results of data analysis found the results indicate that leadership style has a significant positive effect on the quality of public services. Based on interviews to some respondents argued that direct bosses in each field have a strong leadership style in carrying out the task. This style of leadership is always reflected in the implementation of tasks within the organization. Bosses often direct review of the implementation of the task of service activities undertaken by each employee. Direct supervision is done in order to maintain the level of professional service quality and remain in accordance with the standard operational services (SOP). Each boss also often ordered subordinates according to the condition of subordinate conditions. The boss creates a clear communication and coordination path so as to facilitate subordinates in communicating the implementation of tasks that are less clear or that need quick handling. This condition causes the level of compliance of employees to the leadership / superiors is very high and lead to a work culture that upholds values of respect for the leadership. Leaders / superiors are considered as role models and benchmarks in behaving within the organization. Leadership policy is always upheld in every program of government activity. So the style of leadership gives influence to the quality of the organization, with a strong leadership style then the organization can maximally carry out tasks and achieve organizational goals that have been established. So it can be concluded a service-oriented organization in which having a strong leadership style can affect the improvement of service quality of the organization.

From the results of the above research shows that leadership has a great role to maximize the quality of the organization in providing services. This is in accordance with Schein's (1992) opinion, stating that leaders have a major influence on organizational success. This condition is also in accordance with the approach of behavioral leadership theory (*Behavior Theory*) based on the idea that leadership is the interaction between leaders and followers, and

in the interaction that followers who analyze and interpret leadership style. The concept of this theory suggests there are two behaviors of leaders that are task-oriented and berienasi on subordinates and human relationships. At the Office of Population and Civil Registration of Bima District leaders / bosses always reflect the implementation of tasks in accordance with existing conditions. This is in line with the concept of situational leadership theory (*Situational Theory*), an effective leader must be able to adjust his style to the changing situation demands. Leaders / Superiors who are able to create a good organizational governance situation in the organization through integrity, accountability and transparency, and have a strong vision and mission in motivating employees / subordinates can improve the performance of the organization in order to realize the quality of service.

The results of this study show results that are in line with previous researches of Prasetyaningsih (2009), Olivianti and Kolopaking (2014), Tamami (2016) which states that leadership has a significant effect on the quality of public services. But unlike the results of research from Zohre Sorinezami and Reza Hakimi (2015) and Mansur (2008) which states that leadership has no significant effect on the quality of public services.

The Influence of Working Culture on Quality of Public Service

In the context of work culture services can be defined as a system of behavior and habits undertaken by the institution and human resources providers to the community as the recipient of service. According Gunadi et.al (2013), work culture can be likened to fertilizer that fertilizes organization of service providers to produce fruit useful for the recipient of service. Work culture is a philosophy based on the view of life as values that become the nature, habits and driving forces, entrenched in the life of a group of people or organizations that is reflected from the attitude to be behaviors, beliefs, ideals, opinions and actions that manifest as "Work or work", Triguno (1996) in Prasetya (2001).

Based on the results of data analysis shows that the work culture has a significant positive effect on the quality of public services. Based on observations on the object of research and interviews with some respondents, this condition is due to the high level of individual morality, as well as the application of high ethical cultural values where there is the slogan of the Region or the life philosophy of the people of Bima in general that is *Maja Labo Dahu* which means shame and afraid. In the book of the sultanate of Bima, *Maja Labo Dahu* means embarrassed to do things that are beyond the norm and are afraid to do things that are forbidden by religion. The value of *Maja Labo Dahu's* philosophy is still embedded in most of the community of Bima, still applied as the basic values in giving measures of values in socializing and interacting both within the social environment and within the governmental organization. As

a society that still high value of culture with the spirit of Islam is so high, the philosophy of life is the main thing and applied in government agencies as a basis in determining the values of work culture so as to be able to change the individual morality significantly. This philosophy of life is reflected in the work culture within the organization. So that employees always perform tasks in accordance with procedures and norms that have been defined in the organization. In addition, a good working culture at the Department of Population and Civil Registration Bima District was formed with a strong leadership style.

The results of this study strengthen Strong Culture theory which believes in the relationship between a strong work culture and superior performance of the organization. In a strong culture almost all organizational managers hold general values and have relatively consistent patterns of behavior and practice. This situation will cause each new employee to adopt the values quickly. The culture will be a force that binds or motivates all members of the organization to adapt all its behavior to organizational goals (*Goal Alignment*).

The results of this study are also in line with the results of research Gunadi et.al (2013), Zulkifli (2017), Agusriadi (2016) stating that the work culture affect the quality of public services. But unlike Pratiwi (2012) which states that the work culture has no significant effect on the quality of public services.

CONCLUSION

Based on the results of data analysis and hypothesis testing on the influence of competence, work motivation, leadership style and work culture on the quality of public service at the Department of Population and Civil Registration of Bima District, obtained some conclusions as:

1. This study provides empirical evidence that competence has a significant positive effect on the quality of public services.
2. This study provides empirical evidence that work motivation has a significant positive effect on the quality of public services.
3. This study provides empirical evidence that leadership style has a significant positive effect on the quality of public services.
4. This study provides empirical evidence that work culture has a significant positive effect on the quality of public services.

SUGGESTIONS

1. Practically the results of this study contribute in the form of empirical information about the factors that affect the quality of public services at the Department of Population and Civil Registration of Bima District. With this information is expected employees have a

strong understanding of the factors that can affect the quality of public services. The results of this study can also be used by the local government of Bima District and organizational leaders to keep paying attention to employee competence, work motivation, leadership style and work culture that exist in the organization because these variables can significantly affect the quality of the organization, especially public service oriented organizations . The results of this study can also be used as references in policy-making related to placement of employees in each field on the Department of Population and Civil Registration of Bima District by considering the proportionality and competence of employees, in addition this research also contributes to the leadership of the organization in policy-making related to the provision of training in order improvement of employee competence and motivation, and in determining the incentive (honor) for employees, where these factors strongly support the improvement of service quality of the organization.

2. In this study of course there are many shortcomings and limitations. In this study, researchers only use the variables of competence, work motivation, leadership style and work culture as a variable affecting the quality of public services. In the future it is hoped that the development of research with this topic can be done by adding other variables such as compensation suitability, organizational commitment and so forth. Then for further research is also expected to improve the study more complete library and add indicators in the variable competence, work motivation, leadership style and work culture to better reflect the influence on the quality of public services. In this study one of the methods used in data collection is by using the questionnaire technique (questionnaire) so that the results of research is dependent of the answers given respondents. Thus the next researcher is expected to improve the form of statement / question posed in the questionnaire so that the respondent's answer in accordance with what is expected. For the object of research should be expanded or conducted comparative research that is by comparing the factors that affect the quality of service in public organizations (*government agencies*) with private organizations (*profit service companies*).

REFERENCES

- Agusriadi. (2016). Pengaruh Budaya Organisasi Terhadap Kualitas Pelayanan Publik Kantor Kecamatan Pinang Timur Kota Tanjung. Naskah Pulikasi. Universitas Sam Raja Ali Haji, Tanjung Pinang.
- Djabir, Deddy. (2012). Pengaruh Motivasi Kerja Pegawai terhadap Kualitas Pelayanan Pada Badan Pelayanan Perizinan dan Penanaman Modal Kota Baubau. Tesis. Universitas Terbuka, Jakarta.
- Eriswanto, Elan , Ade Sudarma. (2017). Pengaruh Sikap dan Kompetensi Terhadap Kualitas Pelayanan Publik RSUD R. Syamsudin, SH. Kota Sukabumi. Paper Ilmiah. ISSN 2460-0784.

- Ferdousipour, Lili. (2016). The Relationship Among Public Service Motivation, Civic-Organization Behavior (OBC) and Service Quality. *Iranian Jurnal Of Management Studies (IJMS)*. Kementerian Dushanbe Tajikistan.
- Lumi, Djefry, Joyce J Rares, Femi M Tulusan (2015). Pengaruh Kompetensi Pegawai Terhadap Peningkatan Kualitas Pelayanan Publik di Kantor Pusat Universitas Sam Ratulangi MA. *Jurnal Ilmu Sosial dan Pengelolaan Sumber Daya Pembangunan*. 14 (1): 28- 40. ISSN:2337-4004.
- Mansur, T. (2008). Faktor-Faktor yang mempengaruhi Kualitas Pelayanan Publik Pada Bagian Bina Sosial Setdako Lhokseumawe. Tesis. Universitas Sumatera Utara, Medan.
- Maria, Zeri. (2014). Pengaruh budaya kerja terhadap pelayanan publik pada Kantor Camat Bongan Kabupaten Kutai Barat. *eJournal Ilmu Administrasi Negara*, 2014, 4 (2) : 966-980.
- Monika Pratiwi, (2013). Pengaruh Kompetensi Pegawai dan Fasilitas Perpustakaan Terhadap Kualitas Pelayanan di Perpustakaan Daerah Propinsi Jawa Tengah. Universitas Negeri Semarang, Semarang.
- Motoh, Fiolita C, Alden Laloma dan Deysi L. Tampongangoy. (2014). Pengaruh motivasi kerja dan Kompetensi Aparatur Terhadap Kinerja Pelayanan Publik di Kecamatan Mapanget Kota Manado.
- Narang, Ritu. (2011). Determining Quality Of Public Health Care Services In Rural India. *Clinical Governance: An International Journal*, Vol.16, No.1, 2011, pp 35-49. India.
- Nawawi, Hadari. (2003). Kepemimpinan Mengefektifkan Organisasi. Gadjah Mada University Press : Yogyakarta.
- Ndraha Taliziduhu, (2005). Teori Budaya Organisasi, Cetakan Pertama, PT. Rineka Cipta, Jakarta.
- Nurmasitha, Faiza, Abdul Hakim dan Wima Yudo Prasetyo. (2014). Pengaruh Kompetensi dan Lingkungan Kerja Terhadap Kualitas Pelayanan (Studi pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Sidoarjo). *Jurnal Administrasi Publik*. 6 (1): 1220-1228.
- Olivianti dan Kolopaking. (2014). Hubungan Gaya Kepemimpinan Lurah dengan Kualita Pelayanan Kelurahan (Studi Kelurahan Lenteng Agung, Jakarta Selatan). *Jurnal Solidaty (Jurnal Sosiologi Pedesaan)* 3 (2) : 135-145. ISSN: 2302-7517.
- Prasetyaningsih, (2009). Pengaruh Struktur Organisasi, Kepemimpinan dan Kemampuan SDM Terhadap Efektifitas Pelayanan Persertifikatan Hak Atas Tanah Pada Kantor Pertanahan Kabupaten Kendal. Magister Ilmu administrasi: Universitas Diponegoro.
- Pratiwi Rizka. (2012). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Pelayanan Kekayaan Negara dan Lelang Makasar. Universitas Hasanuddin, Makasar.
- Raharja, Septian. (2016). Pengaruh Kompetensi Pegawai Terhadap Kualitas Pelayanan Publik Pada Cabang Pelayanan Dina Pendapatan Daerah Propinsi Jawa Barat Wilayah Kabupaten Subang. Tesis. Universitas Pasundan, Pasundan.
- Rauf, Rahyunir. (2015). Faktor-faktor Yang Mempengaruhi Kualitas Pelayanan Publik Dalam Administrasi Pemerintah Di Indonesia. Tesis. Universitas Islam Riau. *Jurnal PUBLIKA.*, Vol.1, No2, Oktober, Hal 230-241 (2015).
- Rayan Kartika Putri, Shinta. (2015). Studi deskriptif kualitas pelayanan dan faktor-faktor determinan kualitas pelayanan dalam penanganan keluhan di Media Center Pemerintah Kota Surabaya.
- Risparyanto, Anton. (2017). Pengaruh Motivasi dan Kompetensi terhadap Kualitas Layanan Pustakawan. *Jurnal UGM*. 1 (13): 1-11. ISSN 2477-0361.
- Rivai, Veithzal dan Sagala, Ela Jauvani (2009). Manajemen Sumber Daya Manusia Untuk Perusahaan. PT. RajaGafino Persada: Jakarta.
- Robbins, P. Stephen dan Timothy A. Judge. (2008). Perilaku Organisasi, Organization Behavior. Edisi 12. Jakarta : Salemba Empat
- Ronald, Donny. (2016). Pengaruh budaya kerja dan kompetensi terhadap kualitas pelayanan publik di Rumah Sakit Karang Tengah Medika Tangerang. Magister Manajemen : Universitas Mercu Buana.
- Siagian, Sondang. (2015). Manajemen Sumber Daya Manusia. Bumi Aksara: Jakarta.
- Sinambela, et. al., (2011). Reformasi Pelayanan Publik, Teori, Kebijakan dan Implementasi, Bumi Aksara, Jakarta.
- Sorinezami, Zohre. Hakimi, Reza. (2015). The effect of organization structure, leadership and organization culture of the public service quality in Malaysian Public Libraries. *International Public Management Journal*, Vol.12. No.1, 2015, pp 88-94. Malaysia.
- Sugiyono. (2010). Metode Penelitian Kuantitatif, Kualitatif dan R&D, Bandung: Alfabeta .

Sunarto. (2008). Pengaruh Komunikasi dan Motivasi Kerja Aparatur terhadap Kualitas Pelayanan Sertifikat tanah. Dirjen Dikti SK No. 56/DIKTI/Kep. 2005. 2(9): 403-416.

Suswardji, Edi. Ratnasari, Ina. (2014). Strategi Meningkatkan Kualitas Pelayanan Asministrasi Mahasiswa berbasis Kemampuan dan Motivasi Kerja Pegawai Di Universitas Singaperbangsa Karawang.

Tamami, Sastra. (2016). Pengaruh Gaya Kepemimpinan dan Motivasi Terhadap Kualitas Pelayanan dan Kinerja Pegawai (Studi Kasus Sekretariat DPRD Kota Batam).ejournal. 1(5): 1-25.

Undang-Undang Republik Indonesia Nomor 25 Tahun 2009 Tentang Pelayanan Publik.

Zulkifli. (2017). Budaya Kerja dan Persepsi Masyarakat Terhadap Kualitas Pelayanan Publik Kantor Urusan Agama Kecamatan Aluh-Aluh Kabupaten Banjar. Jurnal ilmiah Ekonomi dan Bisnis. 2 (3): 243-250.