



THE EFFECTS OF PERSONAL CHARACTERISTIC AND HEADMAN'S COMPETENCE TO SERVICE QUALITY (CASE STUDY IN KANTOR URUSAN AGAMA SUNGAI PENUH DISTRICT, JAMBI, INDONESIA)

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Abstract

The research is proposed to test the influence of personal characteristics and headman's competencies on service quality. The population in this study was the Sungai Penuh City community who had received the last 1 year service at the Kantor Urusan Agama Kecamatan Sungai Penuh, amounting to 150 people. Furthermore, by using the Slovin formula, a sample size of 110 people was chosen with a sampling technique based on Simple Random Sampling. This study uses primary data and secondary data. Data analysis techniques used are path analysis and hypothesis testing using t test with data analysis using SPSS version 20. The results of the study based on showing that partially the personal characteristics and competence of headman's have a positive and significant effect on service quality. The results also show that headman's competency variables act as intervening variables between personal characteristics and service quality.

Keywords: Personal characteristics, competencies, service quality, Indonesia

INTRODUCTION

Nowadays, there are many household matters which are exposed within all cause and effect of them, a divorce becomes a common matter to be happened in household caused by no opinion equivalence. Therefore, there is the divorce and if this is happened, children become the victims of parents' ego. However, in fact in family conflict it becomes a part of household life. There is a low-level conflict and there is high-level conflict which leads to the divorce and the wreck of the household. Based on the reality, there are much marriage which does not reach the goal of the marriage as it was hoped by the spouse (husband and wife).

The data of the divorcement rate based on the causing factors in Sungai Penuh City in 2017 can be seen at the table below:

Table 1 The Divorcement Rate Based on the Causing Factors

No.	Month	Morality	Abandoning Responsibilities	Quarrel	Total
1	January	8	8	-	16
2	February	13	4	-	17
3	March	20	11	-	31
4	April	14	6	-	20
5	May	9	5	-	14
6	June	15	4	-	19
7	July	8	3	-	11
8	August	17	8	-	25
9	September	12	5	-	17
10	October	12	4	-	16
11	November	21	11	-	32
12	December	19	8	-	27
Total		168	77		245

Source: Badan Pusat Statistik Kota Sungai Penuh Tahun, 2017

Table 1 above shows that the total of the divorces in Sungai Penuh City in 2017 is quite big; 245 divorces. The highest divorcement rate occurs on November for about 32 divorce cases. Causing factors for this matter are lack of morality (*attitude*) and leaving the responsibilities. Between those two factors, the main factor, which causes divorces the most, is lack of morality (*attitude*). Based on the news from *surat kabar Kerinci Time*, the divorcement rates at Kerinci and Sungai Penuh City tend to rise in 2017. Based on the data announced by religious court of Sungai Penuh City, many divorce cases are triggered by economic problem and infidelity. The

vice chief of the religious court, A Syarkawi, stated that the divorce rate at Kerinci and Sungai Penuh tend to increase year by year. By September 2017, Religious Court of Sungai Penuh had handled 375 divorce cases. These cases consist of 205 divorce suit or the divorcement submitted by wives; and 70 submitted by husbands. Most of the divorces were triggered by economic problems, then followed by infidelity and harassment in household.

Based on the observation in the field, the writer found problems in headman's service at Kantor Urusan Agama, Sungai Penuh District. Based on the earlier survey on headman's service quality, it can be seen on the table below:

Table 2 service quality Kantor Urusan Agama Sungai Penuh District

No	Service quality indicators	Value (%)	Category
1.	Tangible (Bukti Fisik)	57,5	Less satisfied
2.	Reliability (Keandalan)	55,5	Less satisfied
3.	Responsive (Tanggung Jawab)	59,5	Less satisfied
4.	Guarantee	54,5	Less satisfied
5	Empaty	59,0	Less satisfied

Source: Data Olah, KUA Kecamatan Sungai Penuh, 2018

On the table above, it is exposed that residents are less satisfied with the quality of headman's service in KUA Kecamatan Sungai Penuh. The residents are still less satisfied with the concrete evidence; facilities of service given by the headman. The headman is less reliable in serving the residents. They are also less satisfied with responsibilities of the headman in serving them. Guarantee from the headman, the accuracy in serving, is less satisfied for the residents and also the headman cannot keep a good relation in shape with them whom have his concern.

Based on the observation in the field, low rate of headman's service on Sakinah family is assumed because of headman's personal characteristic effect. Gibson *et al* in Abadylla, (2011:5), stated that : "Individual characteristics consist of ability, skills, experience, individual background and individual demography". The headmen in Sungai Penuh District are relatively young, around 25 – 40 years, this matter causes them less competent in socializing with the residents. Theoretically, the headmen understand generally about their jobs as the headman but they should have also been experienced in socializing especially with sakinah family. The relatively young age of the headmen in giving counselling to families, which have together for years, surely becomes the matter which is caused by the lack of confidentiality from the headmen themselves due the families, given the counselling, are older and well-experienced in

running a household. There are also unmarried headmen in Sungai Penuh District. This matter obviously becomes the opposite of their jobs as a headman due the headman always concerns with marriage. So that, the residents cannot trust fully on them. The unmarried headmen are judged by the residents as non-experienced in marriage which shapes sakinah family so how a headman can give the counselling about family if he himself does not have a family yet.

Based on the background of the problem, it can be formulated as follows:

- (1) How are the effect of personal characteristics from a headman to the service quality?
- (2) How are the effect of a headman's competency about service quality?
- (3) How are the effect of personal characteristics to the headman's competency?
- (4) How significance is the competency as *intervening* variable between characteristics of a headman and service quality?

METHOD OF THE RESEARCH

The design of this research is causal research which analyses the relationship between one *variable* or more with other variables (Bungin, 2010). In the context of the research, those variables refer to individual characteristics, competency and service quality. Meanwhile, the target of the research is the residents who ever got the headman's services.

The samples were gotten by using *Simple Random Sampling* technique which selects the members of sample from population randomly without considering differences among the data in the population. Total of the samples was determined based on calculation from Slovin equivalence within tolerated missing value about 5 %. By using that equivalence, 110 respondents, who ever got the headman's services, were obtained. Type and source of the data in this research consist of primary and secondary data. Questionnaires were used as the technique to collect the data. Instruments of the research are questionnaires with likert scale. Before the questionnaires were used, validity and reliability tests were conducted. Technique of data analysis, which was used in this research, is path analysis. Next, the hypothesis test was conducted by applying t-test and significance $\alpha = 0.05$.

FINDINGS AND DISCUSSION

Before path analysis was conducted, pre-requirement tests were applied; (1) normality test (2) multicollinearity test (3) heteroscedasticity test. The result of these tests passed the requirement to conduct path analysis. The results of path analysis can be seen at the figure 2 below:

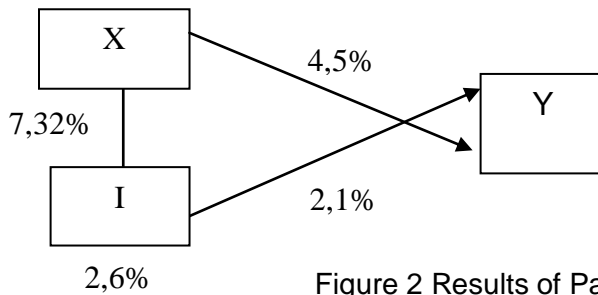


Figure 2 Results of Path Analysis

The Effects of Personal Characteristic (X) to Service Quality (Y)

If rate of personal characteristic variable is seen from the result of VRT, it is 65,55% or categorized as pretty good so it must be upgraded maximally. Meanwhile, the result of hypothesis 1 shows that personal characteristic shows positive and significant effects to service quality at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh. Hence, if the personal characteristics of employee are raised so the quality of service will also increase.

Results of simple linear regression analysis about the effects of personal characteristic to service quality reaches coefficient rate 0.213. This matter shows that personal characteristic has effects to service quality for 0.213 rate and individual characteristic has positive and significant effects to service quality so the higher personal characteristic rate, gotten by the headman, makes the satisfaction rate of residents about service also higher. If personal characteristic is increased so the service quality also increases up to 21,3%.

The result of relevant studies, Ni Komang Ayu Puspita Dewi and I Dharma Shaputra, (2016) entitled *The Accountable Effects, Auditor's Personal Characteristic and Professional Scepticism on Audit Quality*. The results show that the discovery of accountability, auditor's personal characteristic and professional scepticism have positive and significant effects toward audit quality.

If KUA Kecamatan Sungai Penuh wants to increase the service quality so it must increase personal characteristics of the headman because the service quality becomes lower if it is not applied. Good personal characteristics, possessed by the headman, tend to increase the satisfaction rate of public or residential service so it will go vice versa.

The Effects of Headman's competency (I) to Service Quality (Y)

If it is seen from the result of VRT for the headman's competency, it is 67,85% or categorized as pretty good. Therefore, it must be increased maximally. Meanwhile, the result of hypothesis 2 shows that the headman's competency has positive and significant effects toward service quality in Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh. Thus, if the headman's competency is increased, the service quality will also increase.

The results of simple linear regression analysis about the effect of competency to the service quality show coefficient rate up to 0,148. This matter shows that competency has effects toward service quality up to 0,148 and it has positive and significant effects toward service quality so the higher competency possessed by headman makes the higher satisfaction points of public service. If the competency rate is increased so the service quality will also increase up to 14,8%.

The result of this research is relevant with another related research, conducted by Septian Raharja, (2016); the researcher from Master Program in Administrative Sciences and Public Policy of Universitas Pasundan Bandung entitle “the effects of employee’s competency to the quality of public service on Regional Revenue Service Branch Office, West Java Province, regional Subang”. The result of the researcher shows that employee’s competency (X) has significant effects toward service quality (Y) in the rate of 78,0% while the rate of other variables (ϵ) toward service quality (Y) is 22,0% simultaneously. Partially, the effect of employee’s competency (X) which consists of three aspects on employee’s competency shows that: aspect of knowledge (X_1) affects service quality (Y) up to 26,6%. Aspect of skills (X_2) shows significant effects toward service quality (Y) up to 37,4% and Aspect of attitude (X_3) has effects toward service quality (Y) up to 14,0%. According to these three aspects, the aspect, which gives dominant effects partially to service quality on Regional Revenue Service Branch Office, Subang, is aspect of skills (X_2) which has significant effects toward service quality (Y) up to 37,4%.

Hence, if KUA Kecamatan Sungai Penuh wants to increase the quality of service it must increase the competency of headman because if there is no incrition so the service quality will decrease. Good competencies possessed by the headman tends to increase the satisfaction of public service and vice versa.

The Effects of personal characteristic (X) to The Headman’s Competency (I)

Results of simple linear regression analysis about personal characteristic toward competency shows the coefficient point 0,856. This matter shows that personal characteristic has effects to the competency up to 0,856 and it is categorized as positive and significant effect toward competency so the higher personal characteristics, possessed by the headman, makes the competency rate of the headman also higher. If personal characteristic is increased, the competency rate will also increase up to 85,6%.

The result of this research is relevant with another research, conducted by Diyani Fauziah, (2015) entitled “The Effects of Farmer’s characteristic through the competency to beef cattle business in Bandung”. The result of SEM analysis shows that personal characteristic and psychology of the farmer significantly show positive effects toward technical competency and

entrepreneurship. The most dominant effect is shown by psychological characteristic. Technical competency significantly shows positive effect while entrepreneurship competency has no effect on business performance.

Hence, if KUA Kecamatan Sungai Penuh wants to increase the competency rate, the headman's personal characteristic must be increased, because if there is no increment so the competency will decrease. Good personal characteristics, owned by the headman, will increase the competency rate and vice versa.

The Effect of headman's competency as an Intervening Variable between Personal Characteristic and Service Quality

The result of path analysis shows that personal characteristic may affect service quality directly and also indirectly through competency which belongs to *intervening* variable between personal characteristic to service quality.

The rate of direct effect from personal characteristic to service quality is 4,5% which means that if the given personal characteristic increases 4,5% so the service quality will also increase to 4,5%. The rate of personal characteristic effect to competency is 7,32% which means that if the given personal characteristic increase to 7,32% so the competency rate will increase to 7,32%. The effect of personal characteristic to competency has the biggest effect rather than to service quality. Furthermore, Kantor Urusan Agama Kecamatan Sungai Penuh must increase more personal characteristic of employee.

The indirect effect rate of personal characteristic to public service quality through competency is 2,6%. It means that higher rate of personal characteristic will cause competency rate also higher and then will cause high rate of service quality and so vice versa if lower personal characteristic will cause lower rate of competency and then will cause low service quality.

Hence, if personal characteristic is increased, the competency rate will also increase so it will increase the service quality of employee at Kantor Urusan Agama Kecamatan Sungai Penuh. Good personal characteristics, possessed by the headman, will increase the competency rate and then will increase the satisfaction rate of public service and so vice versa, lower personal characteristic will decrease the competency and then will decrease the satisfaction rate of public service.

CONCLUSION

Based on the findings of the research which have been explained in the preceded chapter, there are some conclusion which can be stated as follows: (1) personal characteristic of Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh is categorized as pretty good by the residents,

achievement level of respondents (TCR) at 65,55%. This matter indicates that personal characteristic is at pretty good category. Therefore, it can be stated that the residents are quite satisfied with personal characteristic of employee at Kantor Urusan Agama Kecamatan Sungai Penuh. (2) Headman's competency at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh is categorized as pretty good by the residents within achievement level of respondents (TCR) at 67,85%. This matter indicates that competency is at pretty good category. Therefore, it can be said that the residents are quite satisfied with the competency of employee at Kantor Urusan Agama Kecamatan Sungai Penuh. (3) Service quality in receiving service at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh is categorized as pretty good within the achievement level of respondents (TCR) at 67,03%. This matter shows that service quality is at pretty good category. Hence, it can be stated that the residents are quite satisfied with service quality of employee at Kantor Urusan Agama Kecamatan Sungai Penuh. (4) There are positive and significant effects of personal characteristic variable to service quality which is proven with coefficient rate at 0,213 within the value $t_{hitung} > t_{tabel}$ ($4.349 > 1,98217$). It means that better personal characteristic will increase service quality level in receiving service at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh. Therefore, first hypothesis is accepted. (5) There are positive and significant effect on headman's competency variable to the service quality which is proven with coefficient rate at 0,409 within the value $t_{hitung} > t_{tabel}$ ($2,244 > 1,98217$). It means that better headman's competency will increase service quality to the higher rate in receiving service at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh. In the relation with this, the second hypothesis is accepted. (6) there are positive and significant effects on personal characteristic variable to headman's competency which is proven with the coefficient rate at 0,148 within the value $t_{hitung} > t_{tabel}$ ($4,929 > 1,98217$). It means that the better personal characteristic occurs, the higher service quality in receiving service will be at Kantor Urusan Agama (KUA) Kecamatan Sungai Penuh. Therefore, the third hypothesis is accepted. (7) the result of path analysis shows that personal characteristic may have direct effect to service quality and may have indirect effect to public satisfaction through the quality of service which is an *intervening* variable between personal characteristic to service quality. (8) Indirect effect rate of personal characteristic to public service quality through competency is 2,6%. It means that higher personal characteristic rate will cause higher competency and then will cause higher service quality and so vice versa. If personal characteristic is low, competency rate will also low and then will cause lower service quality.

SUGGESTIONS

Based on the result of analysis and discussion which have been mentioned by writer before, these are some suggestions which are given to Dinas Peternakan dan Perikanan (Bidan

Perikanan) Sungai penuh, as follows: (1) In the relation with improvement on service quality, it is better to increase headman's empathy by showing loyalty of the headman, consciousness to finish jobs out of main job so the aim of organization can be achieved. (2) Improving personal characteristic of headman for example, by improving the way of communication with others. (3) Improving headman's competency by increasing harmonization in religion. For example, headman treats all people the same way respectively, without differentiating sex and gender, tribe, religion, region, status or position.

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