



THE EFFECT OF LEADERSHIP AND WORK MOTIVATION TO THE QUALITY OF PUBLIC SERVICE (CASE STUDY IN KANTOR KEMENTERIAN AGAMA SUNGAI PENUH, JAMBI, INDOENSIA)

Pahrizal 

Magister of Management, Postgraduate Program, STIE-KBP Padang, Indonesia

pahrizalzain9@gmail.com

Hendra Yuharmain, M.M.

Advisor, Magister of Management, Postgraduate Program, STIE-KBP Padang, Indonesia

Abstract

The current research is proposed to test the influence of Leadership and Motivation Work on Public Service Quality. The population in this study was the Kantor Kementerian Agama Sungai Penuh who had received the last 1 year service at the Kantor Kementerian Agama Sungai Penuh, amounting to 260 people. Furthermore, by using the Slovin formula, a sample size of 158 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 suggested that partially the Leadership and motivation work have a positive and significant effect on Public Service Quality. The results also showed that motivation work variables act as intervening variables between Leadership and Public Service Quality.

Keywords: Leadership, Employee Competencies, Public Service Quality, Indonesia

INTRODUCTION

Human is a main key to develop an organisation optimally so the organisation can run well and efficient. Human resource has different attitudes. Human's attitude reflects the way and sincerity in working in which will affect the success of goal achieving in the organisation. Employee is one of the resources who run activities in the organisation whether works as the plan maker of an organisation or as the executor of the organisation's events. The success of the goal in the organisation depends on employees in that organisation.

Kantor Kementerian Agama Kota Sungai Penuh is one of the ministries which is proposed to run the governmental function under guidance and administrative function management of religious events in Sungai Penuh City. In order to execute main job and the function, they are demanded to apply some procedures which can improve creativity and productivity of the employee. Therefore, employee's working effectivity in Kantor Kementerian Agama Kota Sungai Penuh can be improved gradually.

Service quality of Kementerian Agama Republik Indonesia becomes the highlight in Indonesia lately. Based on Official Site, Nur Syam criticized about Kementerian Agama as he stated: there have been stigma in our society all this time that Kementerian Agama has not reflected yet as an accountable and honest governmental institution. Lately, financial report of Kementerian Agama has achieved proper level within exception (WDP) in which it achieved disclaimer status before. Recently, there were some negative accusation about the position of Kementerian Agama based on survey by Komisi Pemberantasan Korupsi (KPK) in the matter of perception about corruption which put Kemenag at the third position. The measurement point for this is marriage service in KUA, special pilgrimage permission service and KBIH permission management.

Based on the matter above, low quality of public service also happens in Kantor Kementerian Agama Kota Sungai Penuh, as follows: (1) There are unfair attitude in giving services, (2) Man in charge is often unavailable, (3) Executing time is slow, (4) There are lack of empathy to public needs, (5) There are additional fee which must be paid by people during services, (6) There are too many requirements of pilgrimage weighted to the public. (7) management process is slow and complicated, (8) There is assumption that there are illegal fund collection, done by governmental agency who handles the service, (9) Public is not satisfied with headman's service quality in KUA Kecamatan Sungai Penuh.

Next, the writer assumes that leadership factor also has contribution in the decreasing rate of employee's public service quality in Kantor Kementerian Agama Kota Sungai Penuh. It can be seen from high level of employee's absences in daily employee's attendant list.

This is the representation of unserious response by the chief about the employee's absences. The chief is a guide of way and policy in an organisation. He should have controlled and have watched and also given punishment to the absent employee. This phenomenon surely will harm Kantor Kementerian Agama Kota Sungai which is the frontier in the organisation if it is just ignored. Ignorance and no punishment certainly will weaken the authority of leader itself.

Based on interview with some employees by the writer, such as Ibu Oveni Wedian Rosi about leadership phenomenon of the chief of Kantor Kementerian Agama Kota Sungai Penuh, it is stated that: (1) The leader is careless about his subordinates, there is not much communication among them, he even does not know their names, he rarely watches and guides them in executing their tasks. (2) it is found that there is paternalistic social system. For example, an employee is difficult to show rejection in front of the leader about an idea or leader's opinion because the rejection to the idea transparently means to initiate a conflict between them, the execution in the field mostly is not an accordance with the schedule. (3) The leadership of the chief in Kantor Kementerian Agama Kota Sungai Penuh is less directive to the job that should be executed. (4) The leader does not give equal treatment to all subordinate, he is not that intensive giving the charge to his subordinates to make a decision which is relevant with their fields and jobs. (5) The head of Kantor Kementerian Agama Kota Sungai Penuh tends to make a decision without involving his subordinates so that they felt they are not respected which leads to unproductivity in working.

As the leadership goes, working motivation becomes one of predictor for service quality. Working motivation is very important for the business world because higher working satisfaction can be achieved within strong motivation. Within this strong motivation, the pressure will also strong to increase working quality. This strong motivation will direct individual/group and will expand the value of satisfaction. Motivation can be shaped or be improved with management skills in fulfilling employee's demand, giving attention to the subordinates and considering them more than employee. Enliven working motivation is not a simple work. The fulfilment of working motivation can only be done through working. A job, which is intrinsically satisfied, will motivate more to many people rather than an unsatisfied job.

Phenomenon of working motivation in Kantor Kementerian Agama Kota Sungai Penuh can be seen in the attendant table below:

Table 1. Work Motivation

Month	Total of Employees (human) (1)	Working days (day) (2)	Total of Absences (Human) (3)	Rate of Absences $= \frac{3}{1 \times 2} \times 100\%$ (4)
January	49	21	10	0,97%
February	53	21	11	0,98 %
March	53	21	10	0,89 %
April	53	20	11	1,03%
May	53	21	14	1,26%
June	53	21	12	1,08%
July	53	22	10	0,86%
August	53	19	9	0,89%
September	53	20	10	0,94%
October	53	22	10	0,85%
November	53	20	12	1,13%
December	53	20	14	1,32%

Source: Data Kankamenag Kota Sungai Penuh Tahun 2018

Based on the table 1, it can be seen that there is increasing rate of absences from March to May 2017; from 0,89% to 1,26%. It means that from 53 employees who worked during those months, 1,26% among them did not attend and this matter is related with working motivation. From July to December, there is also increasing rate of absences from 0,86% to 1,32%. December becomes the month with the highest rate of absences during 2017. Indicators of working motivation decreasing rate at employees in Kantor Kementerian Agama Kota Sungai Penuh are shown as follows: (1) The high rate of absences indicates low working motivation rate of employees in Kantor Kementerian Kota Sungai Penuh. (2) There is lack of employees' contribution in making decision. (3) There is lack of challenging and interesting job so it makes the employees feel bored with all routines which they have every day. (4) There is lack of cooperation among them in executing a job. (5) There is no clarity about standard of success and hopeful output so it becomes initiating factor for decreasing on employees' working motivation. (6) There is decline of persistence, seriousness and employees' eagerness in working which is indicated by high rate of employees' absences. (7) There is lack of attention from the leader to the employees and also their jobs which are not compatible with their educational background so they become less vibrant in working.

Based on the background of the problem, the problems can be formulated as follows: (1) How are the effects of leadership to public service quality in Kantor Kementerian Agama Kota Sungai Penuh? (2) How are the effects of working motivation to public service quality in Kantor Kementerian Agama Kota Sungai Penuh? (3) How are the effects of leadership to working motivation of employees in Kantor Kementerian Agama Kota Sungai Penuh? (4) How are the significances of working motivation as *intervening* variable between leadership and public service quality in at Kantor Kementerian Agama Kota Sungai Penuh?

METHOD OF THE RESEARCH

The design of the research is causal research which analyses the correlation between one *variable* or more to other variables (Bungin, 2010). In the context of this research, the variables are leadership, working motivation and service quality. The target of this research is Residents of Kota Sungai Penuh.

Simple Random Sampling technique was used. Total of sample was determined based on calculation with Slovin equivalence within tolerated missing level at 5%. By using the equivalence, it was obtained 158 respondents from people of Kota Sungai Penuh who ever got service from the last 1 year in Kantor Kementerian Agama Kota Sungai Penuh. Type and source of the data in this research are divided into primary and secondary data. This technique of data collection was executed through questionnaire. The instrument of the research is questionnaire with likert scale. Before questionnaires were used, Validity and reliability test was conducted first. Technique of data analysis, used in this research, is path analysis. Then, hypothesis was tested by using t-test and significant value $\alpha = 0.05$.

FINDINGS AND DISCUSSION

Before path analysis was conducted, pre-requirement tests were applied; (1) normality test (2) 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 below:

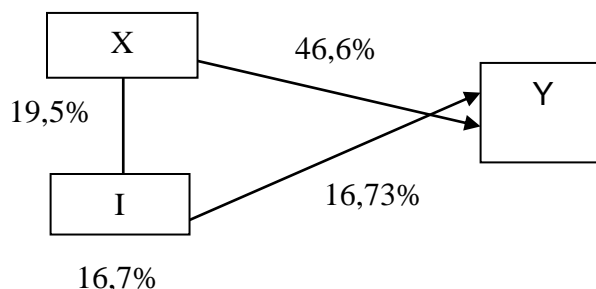


Figure 2. The results of path analysis

The Effect of Leadership (X) to Public Service Quality (Y)

Results of simple linear regression analysis about the effects of leadership to public service quality reaches coefficient rate 0.683. This matter shows that leadership has effects to service quality for 0.683 rate and individual characteristic has positive and significant effects to service quality so the higher leadership rate, possessed by an employee, makes the satisfaction rate of residents about service also higher. If the leadership is increased so the public service quality also increases up to 68,3%

Result of the research is relevant with the research conducted by Miftah Alfikri (2010) from Sultan Syarif Kasim Riau, entitled *“The Effect of Leadership to Service Quality in Riau Syariah Pekanbaru Bank”*. The result of this research shows that the result of significant test obtained the result $\text{sig} > \alpha$, so H_0 is accepted and H_a is rejected. This matter shows that the leadership has insignificant effect or is considered as coincidence toward service quality variable in Riau Cabang Syariah Pekanbaru Bank. Then, by doing calculation on determinant coefficient, it is known that service quality to customers is mostly affected by other variables beside leadership variable which was observed by the researcher, such as: education, strategy planning, review, communication and total human reward. The result of R^2 test obtained determinant coefficient value at 0,299 which means that 29,9% service quality variable can be explained by the leadership while 70,1% more is explained by other variables which were not used during this research.

Hence, if Kantor Kementerian Agama Kota Sungai Penuh wants to improve the quality of public service, the leadership value must be improved because if there is no improvement so the public service quality will decrease. Good leadership tends to increase the satisfaction of public service and vice versa.

The Effect of Working Motivation (I) to Public Service Quality (Y)

Results of simple linear regression analysis about the effects of working motivation to public service quality reaches coefficient rate 0.554. This matter shows that working motivation has effects to service quality for 0.554 rate and working motivation has positive and significant effects to public service quality so the higher working motivation, possessed by an employee, makes the satisfaction rate of residents about service also higher. If working motivation is increased so the public service quality also increases up to 55,4%.

The result of this research is relevant with another research, conducted by Dewi (2009) from Universitas Terbuka entitled *“The Effects of staff working motivation to medic service quality at Puskesmas in Kendari City”*. The result of this research shows that the result of simultaneous analysis indicates that working motivation of medic (intrinsic and extrinsic

motivation) have positive and significant effect toward medic service quality with $\hat{\beta} = 0,05$. The result of partial analysis shows that staff's intrinsic motivation affects service quality more than extrinsic one. However, both motivations have significant effects to medic service quality.

Thus, if Kantor Kementerian Agama Kota Sungai Penuh wants to improve the quality of public service, employee's working motivation value must be improved because if there is no improvement so the public service quality will decrease. Working motivation possessed by the employee tends to increase the satisfaction of public service and so vice versa.

The Effect of Leadership (X) to Working Motivation(Y)

Results of simple linear regression analysis about the effects of leadership to working motivation reaches coefficient rate 0.442. This matter shows that the leadership has effects to working motivation for 0.442 rate and the leadership has positive and significant effects to working motivation so the higher leadership, possessed by an employee, makes the working motivation also higher. If the leadership is increased so working motivation also increases up to 44,2%.

The result of this research is relevant with another research, conducted by Reni (2015) in eJournal of business administration entitled "The Effects of leadership to employees' working motivation at UD. Surya Phone in Samarinda". The result shows that the leadership has significant effect toward working motivation of employees at UD. Surya Phone in Samarinda. This matter is shown with simple linear regression value at 0.727 within correlation coefficient value (R) 0.828 and is categorized as strong relation between leadership and working motivation. Determination coefficient value at 68,5% indicates that leadership variable has effect 68,5% to employees' working motivation variable at UD. Surya Phone in Samarinda while the rest 31,5% is determined or is explained by other variables which were not involved during this research.

Hence, if Kantor Kementerian Agama Kota Sungai Penuh wants to improve working motivation, leadership value must be improved because if there is no improvement so the working motivation will decrease. The leadership possessed by the employee tends to increase employees' working motivation and so vice versa.

The Effect of Working Motivation as *Intervening* variable between Leadership and Public Service Quality

The result of path analysis shows that leadership may affect public service quality directly and also indirectly through working motivation which belongs to *intervening* variable between the leadership to service quality.

The rate of direct effect from the leadership to service quality is 46,6% which means that if the given leadership increases 46,6% so the service quality will also increase to 46,6%. The rate of working motivation effect to public service quality is 30,7% which means that if the given working motivation increase to 30,7% so the public service quality rate will increase to 30,7%. The effect of leadership to public service quality has the biggest effect rather than working motivation to public service quality. Therefore, Kantor Urusan Agama Kecamatan Sungai Penuyh must improve leadership value more to the head of Kantor Kementerian Agama Kota Sungai Penuh.

Indirect effect rate of leadership to public service quality through working motivation is at 16,7%. It means that the higher leadership rate will cause higher working motivation rate and then will cause higher public service quality and so vice versa. A lower leadership rate will cause lower working motivation rate and then will cause lower public service quality.

The result of this research is relevant with another research conducted by Sastra Tamami (2015), Lecturer of Management in FE UNRIKA Batam, entitled "The Effect of leadership style and motivation to service quality and employees' performance (case study in HQ of DPRD Kota Batam). According to the result of regressive analysis within two-ways equivalence, it is shown that the effect of leadership style variable and motivation together are strong to employee's public service variable within the value 54,8% and significant value $0,000 < 0,05$. It can be stated that both variables do not have significant effect to employee's working service. The effect of leadership and motivation together is strong to employee's performance at 72,3% with significant value $0,000 > 0,05$. Therefore, it can be stated that both free variables (X_1 , X_2) have significant effect to employee's performance.

Thus, if the leadership rate is increased, working motivation will also be increase so this matter will increase the public service quality from Kantor Kementerian Agama Kota Sungai Penuh. A good leadership, possessed by the employees, will improve working motivation and then will improve public service quality and so vice versa.

CONCLUSION

Based on the findings which have been explained on previous chapter, there are some conclusion which can be stated as follows: (1) Leadership in Kantor Kementerian Agama Kota Sungai Penuh is considered as pretty good category by the residents with 65,89% rate of respondent achievement level (TCR). This matter shows that the leadership of Kantor Kementerian Agama Kota Sungai Penuh chief is at the pretty good category. Therefore, it can be said that Kantor Kementerian Agama Kota Sungai Penuh has a quite high rate of leadership. (2) Working motivation of employees in Kantor Kementerian Agama Kota Sungai Penuh is

considered as pretty good category by the residents with 66,26% rate of respondent achievement level (TCR). This matter indicates that employee's working motivation in Kantor Kementerian Agama Kota Sungai Penuh is at the pretty good category. Therefore, it can be stated that the employees in Kantor Kementerian Agama Kota Sungai Penuh have high rate of working motivation. (3) Public service quality at Kantor Kementerian Agama Kota Sungai Penuh belongs to pretty good category with 67,12% rate of respondent achievement level (TCR). This matter indicates that quality of public service is at pretty good category. So that, it can be stated that the residents are quite satisfied with the service given by the employees of Kantor Kementerian Agama Kota Sungai Penuh. (4) Based on analysis, sig. rate 0.000 is obtained, sig. value is smaller than alpha 0.05 ($0.000 < 0.05$) or $t_{hitung} > t_{tabel}$ ($5,474 > 1,97529$). Therefore, the leadership of employees has significant effect to the quality of public service in Sungai Penuh City. In other words, hypothesis is accepted within $\alpha = 0.05$. (5) Based on analysis, sig. rate 0.000 is obtained, sig. value is smaller than alpha 0.05 ($0.000 < 0.05$) or $t_{hitung} > t_{tabel}$ ($9,785 > 1,97529$). Therefore, working motivation has significant effect to the quality of public service in Sungai Penuh District. In other words, hypothesis is accepted within $\alpha = 0.05$. (6) Based on analysis, sig. rate 0.028 is obtained, sig. value is smaller than alpha 0.05 ($0.028 < 0.05$) or $t_{hitung} > t_{tabel}$ ($22,56 > 1,97529$). Therefore, the leadership has significant effect to employees' working motivation in Kementerian Agama Kota Sungai Penuh. In other words, hypothesis is accepted within $\alpha = 0.05$. (7) The result of path analysis shows that the leadership is able to affect public service quality directly and indirectly through working motivation as *intervening* variable between leadership and public service quality. (8) The rate of direct effect from the leadership to public service quality is 46,6%. It means that if the rate of leadership increases 46,6%, public service quality will also increase 46,6%. The rate of working motivation to public service quality is 30,7% which means that if working motivation increases to 30,7%, public service quality will also increase to 30,7%. (9) the indirect effect rate of leadership to public service quality through working motivation is 16,7%. It means that if the leadership rate is higher, working motivation will also high and then will cause high rate of public service quality and so vice versa. If the rate of leadership is lower, working motivation will also low and then will cause low rate of public service quality.

SUGGESTIONS

Based on analysis and discussion which have been explained by the writer before, hereby some suggestions which should be given to Kantor Urusan Agama Kecamatan Sungai Penuh: (1) in order to keep and to increase the quality of public service at Kantor Kementerian Agama Kota Sungai Penuh, it is necessary to improve the leadership and working motivation values. The

organisation should contribute pro-actively in supporting and assisting to increase service quality. (2) Kantor Kementerian Agama Kota Sungai Penuh must focus more on the leadership because this variable is the most dominant variable which has big role in improving public service quality. (3) if Kantor Kementerian Agama Kota Sungai Penuh wants to improve headman's public service, the leadership value must be improved also. Therefore, working motivation will also be improved. (4) The leadership has the biggest effect to public service quality rather than working motivation to it. Hence, Kantor Kementerian Agama Kota Sungai Penuh must improve more the leadership value for the head of Kantor Kementerian Agama Kota Sungai Penuh.

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