THE INFLUENCE OF LEADERSHIP STYLE AND WORK DISCIPLINE ON SERVICE QUALITY AND EMPLOYEE PERFORMANCE IN THE INVESTMENT OFFICE AND ONE STOP INTEGRATED SERVICE IN MAKASSAR CITY

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ABSTRACT
This study aims to determine the Effect of leadership sale and work discipline on service Quality and Employee Performance in the Investment Office and One – Stop Integrated service in Makassar city. The approach taken in this study was a quantitative approach with the path analysis method. The population in this study are employees at the Departement of Investment and one – stop integrated service or the city of Makassar. Data collection techiques used observation, interviews and questionnaires while data processing using SPSS (Statistical product and Service solution) version 23. The results showed that there is a positive and significant influence of leadership style on service quality. There is a negative and insignificant influence of work discipline on service quality, there is a positive and significant influence of leadership style on employee performance, there is a negative and insignificant influence of work discipline on employee performance, there is a negative and significant effect of service quality on employee performance through quality service. There is a negative and insignificant influence of work discipline on employee performance through service quality.

Keywords: Leadership Style, Work Discipline, Service Quality, Employee Performance

INTRODUCTION
Facing an era of globalization that is full of problems, challenges, and opportunities, the state apparatus as a public servant who provides the best service to realize good governance. The services provided to the community at all times always demand quality public services from bureaucrats that are carried out transparently and accountably. In the current era of globalization, every organization is required to dynamically change. Therefore, every organization is required to be able to be competent and innovative, one of the strategies is to have quality human resources and be able to compete well.

Every government organization is required to be able to optimize human resources and how human resources they have are able to be managed optimally. Robbins-judge (2012: 5) states that an organization is a social unit that is consciously coordinated, consists of two or more people, and functions on a relatively continuous basis in order to achieve one or a series of shared goals, where human resources are one a very strategic and fundamental factor in the organization. Djumhriati (2008: 46) argues that in an organization, human resources are the most important assets in the success of building an organizational culture. The success...
of an organization, whether governmental, private and other organizations, the role of leaders, employees and all elements in the organization, is very important for the realization of organizational goals.

Management of human resources in general to obtain the highest level of employee development, harmonious work relations among employees and effective integration of human resources or efficiency and cooperation goals is expected to increase work productivity (Sunyoto, 2012: 1). Human resources have a big role in an organization, especially to achieve what is the goal of an organization. If an organization is able to achieve the set goals, it can be said that the organization is effective and runs according to its objectives. Along with the development of time, all organizations are required to be able to strive to provide the best service, meant government organizations. The human resource factor is an element that must be considered by every government agency, especially when considering that government agencies are related to public services.

Makassar City's one-stop investment and integrated services office (DPMPTSP) as an agency / government agency that has goals and objectives. The one-stop investment and integrated services office of Makassar city as an effort to get closer to the community and at the same time socialize various licensing, non-licensing and investment services that have been handled by DPMPTSP to the wider community, creating a conducive investment climate for all through the implementation World-class licensing and investment. For the realization of these objectives, of course, can not be separated from all employees who work in Makassar City DPMPTSP. Public demand for quality and harmonious public services, requires improvement in public management. The still high level of complaints from service users shows that the government as a public organization is not yet able to create an acceptable service system in the eyes of the people. To some extent this has had the effect of decreasing public trust in public organizations.

Various problems and problems occurred both from the survey of institutions and direct complaints from the community to the government and specifically the leadership of the Makassar City DPMPTSP. The government must provide maximum service to all levels of society, because with the large number of population, of course it also puts a heavy burden on the Makassar city government and especially in public services at the DPMPTSP Makassar city. It is at this stage that high-performance leadership is needed and is able to approach the community to accommodate the demands and problems that occur.

Developed organizations are inseparable from the work of HR in the organization, there are many things in an organization that affect performance, one of which is leadership. Mahsun (2012: 45) revealed that employee performance is influenced by ability/education, motivation, environment, discipline, regulations and most importantly is influenced by leadership in the organization. Leadership is the process of influencing, setting an example, and motivating others, so that they can achieve their goals and bring benefits to human welfare (Jamaluddin, 2017: 162). With good leadership/leaders, it is expected to improve employee performance as expected.

The role of leadership style is very influential on discipline to prevent employees from being able to carry out their duties and adhere to the norms prevailing in an organization, this is in line with the results of research conducted by Aries Susanty, Sigit Wahyu Baskoro (2012) showing that leadership style has a positive impact significant to work discipline. Complying with the norms in force in an organization requires discipline in carrying out responsibilities as an employee. Edy Sutrisno (2016: 86), states that Discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply around it. The phenomenon is now often seen by the State Civil Apparatus (ASN) in Makassar City.
DPMPTSP lacking awareness of work discipline, often seen late coming not in accordance with the schedule of attendance that has been set according to Makassar Mayor regulation number 90 of 2019 article 11 points (2), working hours Monday -Thursday, 07.30-16.00, Friday 7.30-16.30. The phenomenon is the same as in a study conducted by Agustina Lihung Nyagung (2017) and Agnes Tumanan in her research with almost the same phenomenon. Of course it appears that the ASN is not disciplined in carrying out its duties and responsibilities as an ASN. The high work discipline of employees will have a good impact on the quality of service, as well as in research conducted by Hutapea, Natalia Pesta (2018) that there is an influence of work discipline on the quality of public services. Of course the role of the leader is needed in terms of ASN discipline, this is to provide increased discipline, productivity, service quality and optimal performance improvement to the community, due to lack of supervision, participation, reprimand, encouragement from the leader so that there is less discipline in the timetable for making work and public services do not run effectively according to the Motto to realize excellent service for the people (easy, fast, accurate and transparent). The role of the leader, discipline of discipline, improvement of employee performance, and good service are important for all employees, especially DPMPTSP Makassar City because they are related as government agencies that are closely related to the community serving public services. Regarding the role of the leader, work discipline certainly is indirectly related to the quality of service, the delivery of public services quickly and appropriately in the era of reform and globalization that is so fast and absolute absolute to be implemented. Because if it does not give birth to a social upheaval, even the disintegration of the nation which will eventually give birth to the division and destruction of the nation and state (Komaruddin Sellang, 2019: 23).

**LITERATURE REVIEW**

This study discusses the influence of leadership style and work discipline as independent variables on service quality and employee performance as the dependent variable.

**A. Leadership Style**

Leadership style is a way used by a leader in influencing the behavior of others. From this style the benefits can be taken to be used as a leader in leading subordinates or followers. Leadership style is an important aspect to achieve and increase the success of one's leadership in an organization. According to Thoha (2013: 49) that Leadership Style is the norm of behavior used by someone when the person is trying to influence the behavior of others as he sees it.

Robbins in Bryan Johannes Tampi (2014: 6) identifies four types of leadership styles namely:

a) **Charismatic leadership style**
   Followers are encouraged by heroic or extraordinary leadership abilities when they observe certain behaviors of their leaders.

b) **Transactional leadership style**
   Transactional leaders are leaders who guide or motivate their followers towards the goals set by clarifying the role and task requirements.

c) **Transformational leadership style**
   Transformational leaders devote attention to the things and development needs of each follower.

d) **Visionary leadership style**
The ability to create and articulate a realistic, credible and attractive vision of the future of an organization that is growing and improving.

B. Work Discipline

Discipline is basically the awareness and willingness of someone to obey all the rules and social norms that apply (Hasibuan: 2010). Good discipline reflects a large sense of responsibility for the tasks that become mandate in him. According to Dessler (2011: 285) discipline is a procedure that corrects or punishes because a rule or procedure has been violated. According to Hasibuan (2013: 193), Discipline is "the awareness and willingness of a person to obey all company regulations and applicable social norms."

Sutrisno (2016: 86), states that Discipline is an attitude of willingness and willingness to obey and obey the norms of regulations that apply around it. In addition, according to Sutrisno (2016: 89) discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude, behavior, and deeds in accordance with the regulations of the organization both written and unwritten.

According to Mangkunegara (2013: 129) that work discipline can be interpreted as the implementation of management to reinforce organizational guidelines. While according to Hasibuan (2012: 193), Discipline is the awareness and willingness of someone to obey all company regulations and applicable social norms. Discipline has several forms that can distinguish an employee that is included in the category of discipline within a company. According to Anwar Prabu Mangkunegara (2011: 129) stated that the form of work discipline, namely: a) Discipline, is an effort to move employees to follow and adhere to work guidelines, rules that have been outlined by the company, b) Corrective discipline, Is an effort to move employees in a regulation and direct it to comply with regulations in accordance with the guidelines applicable to the company, c) Progressive discipline, An activity that provides more severe penalties for repeated violations.

C. Quality of Service

Quality of service indirectly is the main thing in economic activities involving sellers and buyers. According to Wyckof in Tjiptono (2011) defines the quality of service is the expected level of excellence and control over the level of excellence to meet customer needs. According to Kotler and Keller (2012: 214) "any act or performance that one party can offer is another that is essentially intangible and does not result in the ownership of anything. It's production may or not be tied to a physical product." While Ratnasari and Aksa (2011: 107), service quality is how far the difference between reality and customer expectations for the service received / obtained. According to Tjiptono & Chandra (2011: 164), the concept of quality is considered as a measure of perfection of a product or service consisting of design quality and conformance quality. "Service Quality Dimensions according (Fandy Tjiptono, 2012: 75) reveal that there are five main indicators that affect service quality in the form of reliability, responsiveness, assurance and attention, direct evidence (tangibles).

According to Parasuraman, Zeithaml, and Berry cited by Fandy Tjiptono (2012: 198) there are 5 dimensions of service quality, namely:

a) Physical Evidence (Tangibles), regarding the attractiveness of physical facilities, equipment, and materials used by the company, as well as the appearance of employees.

b) Empathy (Emphaty), that the company understands the problems of its customers and acts in the best interests of the customer, and gives personal attention to customers and has comfortable operating hours.
c) Reliability, relating to the company's ability to provide accurate services from the first time without making any mistakes and delivering services in accordance with the agreed time.

d) Responsiveness, regarding the willingness and ability of employees to help customers and respond to their requests, as well as informing when services will be provided and then providing services quickly.

e) Assurance, the behavior of employees is able to foster customer confidence in the company and the company can create a sense of security for its customers.

D. Employee Performance

Performance according to Mangkunegara (2010) is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. According to the Big Indonesian Dictionary it is stated that performance means: (1) something that is achieved, (2) achievement shown, (3) work ability. According to Handoko (in Siagian, 2009), stated that performance is the last measure of the personnel department, and that is the achievement or performance of employee work. Furthermore Djamaludin (2007) states that individual performance is influenced by ability or ability and motivation (a large number of people feel compelled to work).

Factors that affect performance according to Mangkunegara (2010), among others

a) Ability Factor
   Psychologically, the ability of employees consists of potential ability (IQ) and reality ability (education).

b) Motivation Factor (Motivation)
   Motivation is formed from the attitude of an employee in dealing with work situations. Motivation is a condition that moves employees to be directed towards achieving work goals.

Mangkunegara (2010) employee performance indicators can be assessed from the following matters:

a) Work quality
   Shows the neatness, accuracy, interrelatedness of work results without ignoring the volume of work. The existence of good quality work can avoid the level of error, in the completion of a job that can be beneficial to the progress of the organization.

b) Work quantity
   Indicates the large number of types of work performed at a time so that efficiency and effectiveness can be carried out in accordance with organizational goals.

c) Responsible
   Indicates how much employees receive and carry out their work, taking responsibility for the work results as well as facilities and infrastructure used and work behavior every day.

d) Cooperation
   Willingness of employees to participate with other employees vertically and horizontally both inside and outside of work so that work will get better.

e) Initiative
   There is an initiative from within members of the organization to do work and overcome problems at work without waiting for orders.

RESEARCH METHOD

Location and Research Design
This research will be carried out at the Makassar City Investment and One Stop Integrated Service Office (DPMPTSP). This research uses descriptive analysis and verification analysis methods. To be able to take measurements, each social phenomenon is broken down into several components of problems, variables and indicators. Each variable specified is measured by providing different numerical symbols in accordance with the information categories associated with the variable. By using these numerical symbols, it can produce a generally accepted conclusion within a parameter. Ahmadi Bi Rahmani (2016: 7).

Population and Sample
Population is a collection of data that has the same characteristics and is the object of inference. Statistics inference bases itself on two basic concepts, population as a whole data, both real and imaginary, and samples, as part of the population used to make inferences (approaches / depictions) of the population they come from. In this study the population is all employees in the Office of Investment of one-stop integrated service (DPMPTSP) Makassar City amounted to 67 people. Meanwhile, to determine the number of samples the researcher refers to the theory of Arikunto (2012: 104) if the total population is less than 100 people, the total number of samples is taken. Based on this study because the population is not greater than 100 respondents, the authors take 100% of the population in the Makassar City DPMPTSP as many as 67 respondents. Thus the use of the entire population without having to draw research samples as observation units is referred to as census techniques.

Method of collecting data
Data collection techniques used in this study are:

a) Observation
Namely direct observation and study matters related to research directly at the research location, namely the one stop service integrated investment service office (DPMPTSP) of Makassar City

b) Interview
Namely by holding interviews with employees who are in the Department of Investment Services integrated one-door service (DPMPTSP) Makassar City.

c) Questionnaire
Namely how to ask questions that have been prepared in writing by distributing questionnaires and accompanied by alternative answers that will be given to respondents

Data analysis method
1) Descriptive Quantitative Analysis
Descriptive quantitative analysis is an analysis that describes the answers of respondents regarding the influence of leadership style and work discipline on employee performance from the questionnaire that has been distributed.

2) Quantitative Analysis uses path analysis or path analysis that allows users to test theoretical proportions of cause and effect relationships without manipulating variables. Juliansyah Noor (2014: 81) states that: "The path diagram can be used to calculate the direct and indirect effects of the Independent variable on a dependent variable. Based on the path diagram from the picture above, structural equation can be formulated. Equation 1: Y1 = b1X1 + b2x2 + e1,
Equation 2: Y2 = b1x1 + b2x2 + Y1x3 + e2
3) Determination coefficient
The coefficient of determination test shows how much the percentage variation of the independent variables used in the model is able to explain the variation of the dependent variable.

**RESULT**

**Path Analysis Test**

**Model Path Analysis 1**

Based on the results of path testing regarding the direct influence of leadership style (X1), work discipline (X2) on Service Quality (Y1), the regression equation is $Y_1 = 26,104 + 0.489X1 + 0.154X2$. Then from the results of calculations using the SPSS program, the correlation coefficient (R) of 0.692 is obtained which indicates that the relationship between the independent and dependent variables is very strong because it has a positive R value. Then the coefficient of determination (R square) of 0.550 shows that the percentage contribution of the influence of the independent variable on the dependent variable is 55.0%, this means that every change in Service Quality, can be explained by the variables X1 and X2 which is 55.0% and the rest 45.0% is explained by other factors not explained in this study. Meanwhile, for the value of $Y = \sqrt{1-0.550} = 0.670$ Thus obtained an explanation of the path diagram of the structure I model as follows:

- Analysis of the influence of X1 (leadership style) on Y: it is known that the direct influence given X1 (leadership style) on Y (service quality) is 0.489.
- Analysis of the influence of X2 (Work Discipline) on Y: it is known that the direct effect given X2 (Work Discipline) on Y (Service quality) is 0.154.

**Model Path Analysis 2**

The direct influence of leadership style (X1), work discipline (X2) on Employee Performance (Y2), where the results of data processing, the regression equation is obtained as follows: $Y_2 = 2,880 + 0.434X1 + 0.180X2 + 0.255Y_1$. Based on calculations using the SPSS program, a correlation coefficient (R) of 0.589 is obtained, indicating that the relationship between the independent and dependent variables is very strong because it has a positive R value. The value of R2 or R Square contained in the summary model is 0.436, it shows that the contribution of X1, X2, and Y1 to Y2 is 43.6% while the remaining 56.4% is the contribution of other variables not examined. While the value of $Y_2 = \sqrt{1-0.436} = 0.750$. Thus it can be explained the path diagram of the model structure II as follows:

- Analysis of the influence of X1 (leadership style) on Y: it is known the direct effect given X1 (leadership style) on Y (service quality) of 0.489.
- Analysis of the influence of X2 (Work Discipline) on Y: note the direct effect given X2 (Work Discipline) on Y (Service quality) of 0.154.

Then to find out the results of testing the hypothesis between each research variable, it can be presented through the following table:

| No. | Hypothesis                        | Coefficient Value | F Test | t Test | Probability | Information |
|-----|-----------------------------------|-------------------|--------|--------|-------------|-------------|
| 1.  | Leadership Style on Service Quality | 0.483             | 17,263 | 3,947  | 0,000       | Significant |
| 2.  | Work Discipline on Service Quality | 0.154             | 17,263 | 1,242  | 0,219       | Not significant |
| 3.  | Leadership style on Service Quality | 0.434             | 77,073 | 3,355  | 0,002       | Significant |
| Employee Performance | Coefficient | Significance | p-value | Significance Type |
|-----------------------|-------------|--------------|---------|-------------------|
| Work discipline on employee performance | 0.180 | 77.073 | 0.516 | 0.269 | Not significant |
| Service Quality on employee performance | 0.255 | 77.073 | 1.307 | 0.011 | Significant |
| Leadership Style on Employee Performance through Service Quality | 0.124 | 77.073 | 3.355 | 0.222 | Not significant |
| Work Discipline on Employee Performance through Service Quality | 0.045 | 77.073 | 0.516 | 0.371 | Not significant |

Source: Data Process 2020
DISCUSSION

1. **Effect of leadership style on service quality**

   Based on the results of research and data processing SPSS on the path coefficient of leadership style on service quality, shows that the leadership style has a positive and significant effect on service quality. This means that with a good leadership style given by the leadership of the employees will have a positive and significant effect on the quality of service in the investment department and the one-stop integrated service in Makassar City (DPMPTSP). From the results of observations and interviews at the research location, it shows that the leadership in carrying out its leadership, does not consider the institution / agency as private property, so it is not arbitrary to do whatever it wants without prioritizing the parties concerned. It seems that the leadership always communicates well to all ranks of employees (especially subordinates), especially DPMPTS Makassar City employees, in decision making it always involves subordinates by accepting ideas, suggestions and making considerations as material in making decisions that are closely related to the interests of the public, in the form excellent service that is fast, cheap, transparent, certain and affordable so as to create the desired quality of service to the public who want to meet the interests of Licensing and others. Judging from the description of respondents based on education that dominates with S1 / D.IV education strata as many as 51% and S2 as many as 33% employees. This means that the leadership with his leadership style is able to influence the behavior of subordinates whose aim is to encourage workplace passion, job satisfaction and productivity, thus making changes in the scope of the Makassar City DPMPTSP by involving competent and educated employees, the result is the realization of service quality. Both offline and online services, which facilitate the public. can be accessed through the internet service dpmptsp.makassar.go.id The findings made by Olivianti and Kolopaking (2014) state that there is a significant relationship between the consultative leadership style and the quality of public services.

2. **Effect of Work Discipline on Service Quality**

   Based on the results of the data that has been done shows that work discipline has a negative and not significant effect on service quality. This is evidenced by testing the hypothesis that a significant value> alpha. This means that lack of work discipline awareness has a negative impact on service quality, and vice versa the higher awareness of work discipline will have the potential for good quality of service in Makassar City DPMPTS. Makassar DPMPTSP government agencies / agencies apply the schedule of entry and return to work according to the regulations of the mayor of Makassar in 2019 starting Monday-Thursday: 7.30-16.00 pm, Friday: 7.30-16.30 pm; therefore, every employee who is within the scope of the institution / government agency must obey and obey the rules set. According Sutrisno (2016: 86) discipline is an attitude of willingness and willingness to obey someone to obey and obey the norms of regulations that apply in their surroundings. From the results of observations and interviews conducted at the study site, that the discipline of time problems is still not good, it is seen, still often employees do not attend in accordance with the specified time and once returned not in accordance with the specified time. Based on the provisions of working hours and return from work has been applied in these institutions / government agencies. However, there are still many employees who do not comply with regulations related to work hours and leave prematurely. Still often late for work, go home before the set time, relax before work is completed, this has an impact on public services that are not inherent from the word prime (easy, fast, accurate and transparent, so the quality of services provided to the community is ineffective and efficient This finding does not support
research conducted by Nyangun (2017) which states that employee work discipline has an effect on improving service quality.

3. The influence of leadership style on employee performance

Based on the results of analysis and hypothesis testing shows that the leadership style has a positive and significant effect on employee performance. This means that in improving employee performance the role of leader influences employee performance. From the results of observations and interviews at the research location, it shows that the style applied in its leadership gives a very big influence on the course of the organization and the survival of the organization and improvement of employee performance. The success or failure of employee performance in work performance can also be influenced by the leadership style of his superiors. Application of leadership style within the scope of DPMPTS Leaders do not consider institutions / instances led as private property, authoritarian leadership styles do not apply within the scope of the Makassar City DPMPTS so that decisions are not arbitrary and involve relevant parties. The leadership seems to always communicate to all directing employees, helping with the tasks that the subordinates want to do. As well as involving subordinates by accepting ideas, suggestions and making considerations in decision making that are closely related to the interests of the public who want to take care of their interests in the Makassar City DPMPTS. These findings support research conducted by Turang, et al (2015) stating there is a positive and significant influence on the Leadership Style and Work discipline variables on Employee Performance.

4. The effect of work discipline on employee performance

Based on the results of this study indicate that work discipline has a negative and not significant effect on employee performance. The more disciplined employees in carrying out their duties and responsibilities will have a good impact on improving employee performance, and vice versa the less awareness of employee discipline in carrying out their duties and responsibilities will have an impact on employee performance is not good. Discipline is one of the factors that influence employee performance. From the results of observations and interviews conducted at the study site, it shows that the lack of awareness of obeying the rules in force. Employees do not obey the norms that apply to the rules of work hours, leave work and other regulations. According Sutrisno (2016: 129) discipline is the behavior of a person in accordance with the rules, existing work procedures or discipline is an attitude, behavior, and actions in accordance with the regulations of the organization both written and unwritten. Based on the regulation of the Mayor of Makassar Number 90 of 2019 the fifth part of the Discipline of work in article 11 paragraph 1 and 2 states (1) every employee must attend and carry out duties at work in their respective organizational units in accordance with the provisions of working days and hours (2) hours the work referred to in article 9 in paragraph (2) letter a is regulated as follows: a. Monday to Thursday: 07.30 -16.00 West Indonesia Time; Break Time: 12.00 - 13.00 wita; b. Friday: 07.30 - 16.30 wita; - Rest Time: Hours 11:30 - 1:00 pm; The mayor's rules are the basis by which the Makassar City DPMPTSP staff are referred to in terms of discipline to work and leave work. Based on the updated E-sytem data in March-April 2019 recorded good performance achievements in work discipline and work productivity reached 89.45% - 96% (Work discipline), 97.48% -100% (Work Productivity). This is not in accordance with the facts of the field, employees often arrive late at work hours and go home from work not at the specified time, meaning that each lacks awareness and willingness of employees to obey the
applicable norms, both written and unwritten so that performance increases employees are not good. Compliance with other regulations is also still lacking in terms of wearing official attributes such as signboards, korpri pins, identity cards. work for employees is needed, because what is the company's goals will be difficult to achieve if there is no work discipline, work discipline is one of the factors that influence employee performance. This is in line with the findings made by Wisnu and Wibowo (2017) which states that work discipline does not have a significant positive effect on the performance of East Jakarta Duren Sawit Ppsu employees.

5. Effect of service quality on employee performance

Based on the analysis of the effect of service quality on employee performance that there is a negative and significant effect. This can be proven based on the results of hypothesis testing that the alpha value <is significant. This means that good service quality will also have a good impact on employee performance. Vice versa, if the quality of service provided is good it will certainly have a positive impact on employee performance. These findings are based on interviews and questionnaires distributed to respondents at the research location. In general, government agencies / agencies have a vision, mission and goals to achieve organizational goals, particularly the Makassar City Investment and Integrated Service Office (DPMPTSP) must be able to realize the organization's goals by maximizing existing human resources and good service quality to Public. Give attention to problems related to the community, give priority to the interests of the community, immediately provide the latest information if there are changes in procedures, technical services, as well as parking and security for both employees and the community. According to Ratnasasi and Aksa (2012: 214) that the quality of service is how far the difference between reality and customer expectations for the service received / obtained. Service quality is a measure of how the level of service provided is in accordance with customer expectations, Tjiptono (2012: 157). These findings support research conducted by Santhi, Widya Hartati (2017) found that there is a positive and significant effect on service quality on employee performance.

6. The Effect of Leadership Style on Employee Performance through Service Quality

Based on the results of data analysis that has been done shows that the influence of leadership style on employee performance through service quality has a positive and not significant effect. This can be proven based on the results of a hypothetical test that shows that the alpha value is> significant. This means that the hypothesis is rejected, the influence of the leadership with his leadership style through service quality does not significantly improve employee performance. With a good leadership style will certainly provide an increase in employee performance in carrying out their duties and responsibilities. Employees better understand their duties and responsibilities, because the leader provides assistance and explains the tasks to subordinates. Then by giving attention to problems related to the community so as to try to minimize errors in providing services to the community. The role of the leader if mediating the quality of service on employee performance has an insignificant impact due to the services provided by employees who lack responsibility (responsiveness) in providing services to the community. The need for empathy in responding to people who want to take care of their interests, whether they are managing business licenses, research and so on. Based on interviews and observations, it appears that there are still many complaints from the public regarding the issue of services being given a lack of responsibility, empathy seems to be a nonchalant employee who wants to take care of their interests. There were also complaints about tangible evidence related to employee neatness, as well as limited parking space. This had an impact on improving employee performance so that the quality of services
provided to the public would feel well fulfilled by increasing employee performance at the DPMPTSP service Makassar city.

7. Effect of work discipline on employee performance through service quality

Based on the results of data analysis that has been done shows that the influence of work discipline on employee performance through service quality has a negative and not significant effect. This can be proven based on the results of a hypothetical test that shows that the alpha value is > significant. This means that the hypothesis is rejected. The effect of work discipline on employee performance through service quality will have an adverse effect on improving employee performance. Based on the results of data processing for the responses of respondents regarding the statement of the questionnaire showed that discipline enforcement needs to be obeyed in accordance with the regulations set by the institution / instantiation, starting from attendance that must be in accordance with the specified time of entry starting at 07.30-16.00 / 07.30-16.30, due to attendance very important in the enforcement of discipline, dress neatly in the workplace in accordance with applicable regulations and do not go home from work before the appointed time. So that the services provided can be done as closely as possible so that the achievement of employee performance in the one-stop integrated service service (DPMPTSP) of Makassar city is fulfilled both quality, quantity and full of responsibility. The results of this study do not support what was done by Marifah (2018) with the title research on the effect of work discipline on employee performance through work quality as an intervening variable.

CONCLUSIONS AND RECOMMENDATIONS

Based on the data that has been collected and tested hypotheses using the SPSS program, it can be concluded that there is a positive and significant influence of leadership style on Service Quality, meaning that the higher the leadership style given, the positive impact on Service Quality. There is a negative and insignificant influence of work discipline on Service Quality, meaning that with a level of work discipline that is not good will have a negative and insignificant impact on service quality. There is a positive and significant influence of leadership style on employee performance, meaning that the role of leader and leadership style gives an increase in employee performance. There is a negative and insignificant influence of work discipline on employee performance, meaning that lack of awareness and willingness of work discipline has an unfavorable impact on employee performance. There is a negative and significant influence on the quality of service performance of employees, meaning that the low quality of service given by employees, will have an adverse impact on employee performance. There is a positive and insignificant influence of leadership style on employee performance through service quality, meaning that partial mediation is given that all variables provide a positive and not significant effect on employee performance, even though through the quality of service provided at DPMPTSP Makassar city. There is a negative and insignificant influence of work discipline on employee performance through service quality, meaning that the mediation given is full mediation. The suggestions that researchers can convey in connection with the results of research that has been done are: With the completion of this research, it is expected to contribute to the treasury of science, especially human resource management, and can be one of the references for researchers interested in studying the leadership style and work discipline on service quality and employee performance. As well as further research can examine further or connect the variables mentioned above with other variables that are considered important to be examined in an Organization / Government Agency or other organizations. Good
leadership style is always applied in organizations to improve employee performance in the Makassar City DPMPTSP. To be able to improve the performance of employees at the Organization / Agency should start from the work discipline through the quality of service so that it has an impact on employee performance at Makassar City DPMPTSP. So that the goals of the Makassar City DPMPTSP run well, employee awareness of the norms is needed, starting from obeying the time rules and regulations in the scope of the Makassar City DPMPTSP. The need for excellent services provided to the community, the availability of parking lots and good security, responsiveness in providing services that must be responsive, so that according to community expectations.

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