The effect of leadership on public service quality

J Nurung¹, Rakhmat², H Tamsah³, Burhanuddin⁴ and M Azis³

¹Graduate School of Hasanuddin University
²Faculty of Social and Political Sciences, Hasanuddin University
³Economics College of Amkop Makassar
⁴Institute of Domestic Government (IPDN)

Email: hasmintamsah@gmail.com

Abstract. This study refers to the new public management paradigm so that management approaches in private organizations are used in public organizations. This study is to confirm the relationship of leadership with the motivation of public service, then the motivation of public service to the quality of public service and job satisfaction of the State civil service (ASN). This is done because there are differences between the results of research in Europe - America, and Asia, especially in Indonesia about the relationship between public service motivation and the quality of public services. On the other hand, it is found that leadership does not affect the quality of public services directly but there is a strong correlation with the motivation of public service delivery. This study uses a quantitative approach with SEM-AMOS analysis tool version 23. The population in this study is all ASNs in Bantaeng Regency with a planned sample target of 397 respondents consisting of 173 echelons 1-3, echelon 4 totaling 74 respondents (10% of the population), and staff of 151 respondents (10% of the population). However, of the 397 questionnaires distributed, only 369 questionnaires were returned and could be analyzed, while 28 respondents did not return within the specified time limit (4 weeks after being distributed). The results showed that public service motivation became a full mediator between leadership and quality of public service and ASN job satisfaction. Good leadership will increase the motivation of public services which will further improve the quality of public services and ASN job satisfaction.

1. Introduction

Various studies in America and Europe find that public service motivation has a significant effect on service quality and job satisfaction as done by Rainey and Steinbauer (1999) [1], which conducts studies by improving findings. Based on the results of the study [2] found that increasing public service motivation will lead to an increase in job satisfaction which further improves the quality of employee services in the public sector. The results of the study [3] found that people who have a motivational spirit of public service are more likely to work in the public sector than the private sector.

Research conducted by [4,5] strengthens research on people's interest in having public service motivation work in the public service sector but has not been able to answer why it is different. Finally, the results [6] of research of all local government officials in West Sumatra Regency found something different from the findings in America and Europe in general. His findings show no effect but the effect is very small at only 2.6%. It is at this point that this research will prove how the relationship between public service motivation and job satisfaction and quality of public services in Bantaeng Regency.
2. Literature Review
This study refers to the new public management paradigm so that management approaches in private organizations are used in public organizations. With this approach, the variables studied are the variables that are often used in private organizations (companies), namely leadership, public service motivation, service quality, and job satisfaction. Leadership is the ability possessed by a leader to influence subordinates based on transformational and transactional styles through intelligence, maturity, social relationships and self-motivation to achieve organizational goals. Various studies have shown that good leadership can increase the motivation of public services [6,7].

The leadership variable in this study was measured by indicators based on [8], namely: transformational leadership and transactional leadership. The study of public service motivation generally assumes that public service motivation has a positive effect on performance [9,10]. Besides that public service motivation can also increase job satisfaction [11,12]. Furthermore, a study of public service motivation in developed countries [9,13–16], in general, found that there was a significant effect of public service motivation on performance among civil servants, where ASN performance was nothing but service quality.

However, the results of studies in developing countries show somewhat different results, where the effect of public service motivation is very small on improving the quality of service in the public sector, as conducted by Syamsir [6] in West Sumatra by examining civil servants in government areas the. Furthermore, public service motivation can increase job satisfaction. In this study, public service motivation is measured by indicators based on Perry [7] and developed [17], as follows: attraction to public policymaking; commitment to the public interest; compassion; and self-sacrifice.

The power of public service motivation will be able to improve the quality of public services [6,18]. The quality of public services in this study is defined as the activities carried out by service providers in meeting the expectations of their customers by referring to the quality of services with certain criteria. This variable is measured by indicator [19], namely: reliability; assurance; tangibility; empathy; and responsiveness. Meanwhile, job satisfaction is a positive or negative attitude of an employee towards work because of the fulfillment or non-fulfillment of part or all of an employee's needs in carrying out their duties within a certain time. This variable is measured using the indicator [20] namely: work on the present job; present pay; opportunities for promotion; supervision; co-workers; and job in general.

3. Methodology
This research uses a quantitative approach with SEM-AMOS analysis tool version 23. This study refers to quantitative research methods and steps [21,22]. The population in this study were all ASNs in Bantaeng Regency. Determination of the number of samples in this study is the stratified random sampling technique [23] with a planned sample target of 397 respondents consisting of echelon 1-3 totaling 173 respondents, echelon 4 totaling 74 respondents (10% of the population), and staff of 151 respondents (10% of the population). Each questionnaire that was entered was given a respondent number if all statements in the questionnaire were filled in completely. Thus only a completed questionnaire will be included in the data analysis. In the end, of the 397 questionnaires distributed, only 369 returned and could be analyzed, while 28 questionnaires did not return until the specified deadline (4 weeks after being distributed).

4. Results and Discussion
Model test results for each variable indicate that all indicators are markers of each variable. This is evidenced by a loading factor greater than 0.5 and goodness of fit that meets the model's eligibility criteria. Thus, all variables can be measured by the indicators used in this study. The results of hypothesis testing (Figure 1) through SEM-AMOS test produce the final model with goodness of fit as
indicated by $\text{CMIN} / \text{DF} = 1.78; \ GFI = 0.94; \ AGFI = 0.91; \ TLI = 0.96; \ CFI = 0.97; \ \text{RMSEA} = 0.05$. Because in addition to chi-square and significance they all meet criteria such as $\text{CMIN} / \text{DF}$ ($1.78 \leq 2.00$), $\ GFI (0.91 \geq 0.90)$, $\ AGFI (0.91 \geq 0.90)$, $\ TLI (0.96 \geq 0.95)$, $\ CFI (0.97 \geq 0.95)$, and $\ RMSEA (0.08 \leq 0.80)$ in line with view [21] this model is considered good and fulfills the requirements.

Figure 1. Final model of empirical research.

The final model produced in Figure 1, where the leadership variable with two dimensions, namely transformational leadership consists of 10 (ten) statement items, while transactional leadership consists of 5 (five) statement items [24]. But in the final model test only 3 (three) statement items remained on transformational leadership and 3 (three) statement items remained on transactional leadership. On the variable of public service motivation, as measured by indicators based on [7] and developed by [17], there is no change. In contrast to the variable quality of public services (measured by indicators from McCabe, Cranford [19]) and job satisfaction (measured using indicators [20]) each of which changes to the remaining 4 (four) indicators.

Table 1. The structural coefficient of regression.

| Hypothesis                              | Std. Estimate | Critical Ratio | Significance | Conclusion |
|-----------------------------------------|---------------|----------------|--------------|------------|
| Leadership $\rightarrow$ Public Service Motivation | 0.953         | 6.744          | ***          | Supported  |
| Public Service Motivation $\rightarrow$ Public Service Quality | 0.992         | 15.990         | ***          | Supported  |
| Public Service Motivation $\rightarrow$ Job Satisfaction | 0.909         | 12.099         | ***          | Supported  |

Hypothesis testing on the conceptual model shown in Table 1 shows that leadership, as measured by the dimensions of transformational leadership and transactional leadership, has a significant positive effect on public service motivation ($\text{CR} = 6.744; \ P = 0.000$). Leadership is measured by the dimensions of transformational leadership and transactional leadership has a great influence on public
service motivation. Thus, the leadership that is supported by transformational leadership and transactional leadership has a very large role in increasing the motivation of ASN public services. The motivation of ASN's public services that encourage them to work in the public sector, if you get a leader with the right leadership, it will increase the motivation of ASN's public services. The resulting increase is significant and has a coefficient of 0.953 with a significance of 0.000. This study is in line with the findings that leadership influences the motivation of public services [25].

The motivation of public services also has a significant positive effect on the quality of ASN public services (CR = 15.990; P = 0.000). So the higher the motivation of public services owned by ASN, the better the quality of services produced. The motivation of this public service has a large and real contribution to the quality of public services [6,26,27] can be seen with the magnitude of the regression coefficient resulting from the analysis of 0.992. Furthermore, public service motivation also has a significant positive effect on ASN job satisfaction. This is evidenced by the results of the analysis with a regression coefficient of 0.909 and a significance of 0.000. These results are in line with the results of other studies [11,28–32] and improve [33].

This study shows that with good leadership, it can improve the quality of public services and ASN job satisfaction, but must first increase the motivation of their public services. This result is in line with the findings that the quality of political leadership and the quality of administrative leadership can increase public service motivation [34]. Then improve the results found by the leadership pathway to job satisfaction (coefficient of 0.01) then to the quality of public services (coefficient of 0.33), but prove that there is a correlation between leadership and public service motivation. After the ASN public service motivation increases, it will contribute positively and significantly to the improvement of ASN public service quality and job satisfaction.

5. Conclusion

The motivation of public services is a key variable that can improve the quality of public services and ASN job satisfaction. With high public service motivation, ASN can provide quality services and on the other hand, can also increase their job satisfaction. This research proves that there is a strong relationship between leadership, both transactional and transformational leadership on public service motivation. This study shows that a good leader (both using transformational and transactional leadership) has a very large contribution to increasing the motivation of public services. And in the end, it can improve the quality of public services and ASN job satisfaction. This study can answer several studies that show there is no direct relationship between leadership and public service quality and job satisfaction not as a mediator between these two variables, but public service motivation is a good mediator for improving the quality of public service and ASN job satisfaction.

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