

THE EFFECT OF LEADERSHIP STYLE ON QUALITY OF SERVICE THROUGH ORGANIZATIONAL CULTURE IN THE DEPARTMENT OF INVESTMENT, ESDM, AND TRANSMIGRATION OF GORONTALO PROVINCE

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ABSTRACT

This research was conducted with the aim of analyzing the Influence of Leadership Style on Service Quality Through Organizational Culture in the Investment Office, ESDM and Transmigration of Gorontalo Province. This research uses descriptive type of quantitative approach by measuring the influence of the variable leadership style on service quality through organizational culture. The results showed that the leadership style variable showed a value of 3.092 with a significance value of $0.003 < 0.05$. The value of t table is 1,984. Thus, obtained t-count $3.092 > 1.984$ which means that the hypothesis which states that leadership style has a positive and significant effect on service quality is accepted. The t-count value for the organizational culture variable shows the t-count value = 6.668 with a significance value of $0.000 < 0.05$. The value of t table is 1,984. Thus, obtained t-count $(6.668) > t$ -table (1.984) which means that the hypothesis which states that organizational culture has a positive and significant influence on service quality can be accepted. The significance value of the leadership style variable on organizational culture is $0.00 < 0.05$ with a t-count value of 8.649 and t-table is 1.984 or $8.649 > 1.98$. This means that there is a significant influence of the leadership style variable on organizational culture.

Keywords: *Leadership Style, Organizational Culture, Service Quality*

INTRODUCTION

An important aspect of service quality is the problem of leadership in overcoming various bureaucratic depravity and pathologies. Leadership describes the relationship between leaders (leaders) and those who are led (followers) and how a leader directs followers will determine the extent to which followers achieve the goals or expectations of the leader. Leaders develop and direct the potential and abilities of subordinates to achieve and even exceed organizational goals. With an understanding of the tasks carried out, and understanding the characteristics of his subordinates, a leader will be able to provide guidance, encouragement, and motivation to all members to achieve goals. If the interaction process works well, then he will be able to provide satisfaction which at the same time can improve his performance.

Organizational culture is one of the factors that play a role in increasing the quality of public services. Organizational culture is a value system that is believed, studied, implemented, and developed on an ongoing basis, and is used as a reference for behavior by all members of the organization to achieve organizational goals that have been set. Organizational culture has a very strategic role in the success of an organization, such as to build its organizational performance in the long term as a means for members of the organization to meet their needs and achieve their goals. Organizational culture can also

strengthen the closeness between employees because of the common perception of duties and responsibilities so that employees feel comfortable and satisfied at work.

The Office of Investment, Energy and Mineral Resources and Transmigration of Gorontalo Province is the implementing element of regional autonomy that provides public services in the field of investment and one-stop integrated services. The Gorontalo Province Investment, ESDM and Transmigration Office was formed based on Gorontalo Governor Regulation Number 66 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Gorontalo Province Investment, Energy, Mineral Resources and Transmigration Office. The Office of Investment, Energy and Mineral Resources and Transmigration of Gorontalo Province (DPMESDMTRANS) has the task of assisting the Governor in policy formulation and development in the investment sector, particularly in terms of facilitation, coordination, and investment promotion.

LITERATURE REVIEW

According to Sinambela in Pasolong (2014: 128) Public service is every activity carried out by the government for a number of people who have every profitable activity in a group or unit and offer satisfaction even though the results are not tied to a physical product. According to Ratminto and Winarsih (2012: 5) public services are defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and are carried out by government agencies at the center, in the regions, and within the Agency. State-Owned Enterprises or Regional-Owned Enterprises, in the context of efforts to meet the needs of the community as well as in the context of implementing the provisions of laws and regulations. According to Surjadi (2012:7) public service is the state's effort to fulfill the basic needs and civil rights of every citizen for goods, services and administrative services provided by public service providers.

Principles of Public Service

According to Hardiansyah (2018: 34-35) [4] The implementation of public services must also pay attention to the principles of public service delivery, namely:

1. Simplicity
2. Clarity
3. Certainty and correct time
4. Accuracy
5. No discriminative
6. Responsible
7. Completeness of facilities and infrastructure
8. Ease of access
9. Honesty
10. Accuracy
11. Discipline kindness, courtesy, and friendliness
12. Safety and comfort

Dimensions of Service Quality

According to Zeithaml, et al in Hardiyansyah (2018: 63-64) Service quality can be measured from 5 dimensions, namely:

1. Tangibles: service quality in the form of physical facilities.

2. Reliability: the ability and reliability to provide reliable services.
3. Responsiveness: the ability to help and provide services quickly and accurately, as well as responsive.
4. Assurance: the ability and friendliness and courtesy of employees in ensuring consumer confidence.
5. Empathy: firm but attentive attitude of employees towards consumers.

Leadership Style Concept

Hasibuan (2016:170) states that: "Leadership style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals." Meanwhile, according to Heidjrachman and Husnan in Frengky Basna (2016: 320) states that: "Leadership style represents the philosophy, skills, and attitudes of leaders in politics."

Various Leadership Styles

According to House in Suwatno and Priansa (2016:158) there are various leadership styles, including:

1. Directive Leadership
2. Supportive Leadership
3. Participatory Leadership
4. Achievement Oriented Leadership
5. Nanny Leadership

Based on various theories about leadership styles and indicators that determine a person's leadership style, the authors try to examine and analyze leadership styles that are considered appropriate to the conditions in the environment at the Investment, ESDM and Transmigration Office of Gorontalo Province using the theory written by House in Suwatno and Priansa (2016:158) that the elements that determine a person's leadership style are the relationship between the leader and subordinates, the structure of the tasks in the job, and the authority of the leader.

Organizational Culture Concept

According to Robbins (2014: 289) suggests that: "Organizational culture is a shared perception held by members of the organization". Organizational culture is a traditional way of thinking and doing something, which is shared by all members of the organization and new members learn or at least accept part of the culture to be accepted as part of the organization. Meanwhile, according to Kotter and Heskett in Tika (2014: 19) states that: "Organizational culture is a value shared by members of the organization, tends to shape group behavior. Values as organizational culture tend to be invisible, so it is very difficult to change. While the norms of group behavior can be seen and illustrated in the behavior patterns and organizational styles of behavior that are relatively subject to change.

RESEARCH METHODS

This type of research is a descriptive quantitative approach, namely by seeking information about existing symptoms, clearly defined goals to be achieved, planning the approach, collecting data as material for making reports. This research is presented with numbers.

In this study, the population was all employees at the Investment, ESDM and Transmigration Office of Gorontalo Province, with a total of 140 people. Informants needed to sharpen the data obtained in this case are the Head of the Office of Investment, Energy and Mineral Resources, and Transmigration of the Province of Gorontalo.

The total population in this study was 140 employees, so the percentage of leeway used was 10% and the calculation results could be rounded up to achieve conformity. Based on the above calculations, the sample of respondents in this study was adjusted to 100 people.

RESULTS AND DISCUSSION

A. Influence of leadership style on service quality

Based on the results of the study, it is known that the leadership style variable has a significant effect on service quality, as can be seen from the t-test, the count for the leadership style variable shows a value of 3.092 with a significance value of $0.003 < 0.05$. The value of t-table is 1,984. Thus, obtained t-count $3.092 > 1.984$ which means that the hypothesis which states that leadership style has a positive and significant effect on service quality is accepted.

The positive influence shows that the influence of leadership style is in line with service quality or in other words a good/high leadership style will affect the quality of employee service to the community which is good/high, and vice versa if the leadership style is low/poor then the service quality of employees will be low/ bad.

The leadership style applied in Gorontalo Province Investment, ESDM and Transmigration Office not in line with the expectations of the employees. This happens because there are frequent mutations and changes in leadership. Every change in leadership, there will always be a change in policy, so that the effects of the leadership style have not been felt by the employees, there has been another leadership mutation. Application of the directive leadership style in Gorontalo Province Investment, ESDM and Transmigration Office has not yielded maximum results due to the lack of financial rewards to outstanding employees.

B. The influence of organizational culture on service quality

Based on the results of the research above, it shows that the t-count value for the organizational culture variable shows the t-count value = 6.668 with a significance value of $0.000 < 0.05$. The value of t-table is 1,984. Thus, obtained t count $(6.668) > t\text{-table} (1.984)$ which means that the hypothesis which states that organizational culture has a positive influence and significant impact on service quality is acceptable.

Positive influence shows a strong positive relationship between organizational culture and the service quality of the organization and its apparatus. The match between individual characteristics and organizational culture will improve service quality and reduce turnover. In addition, an organizational culture that has innovative characteristics will satisfy organizational members.

Organizational culture at in Gorontalo Province Investment, ESDM and Transmigration Office seen from 7 supporting indicators, namely: Innovation and risk taking, Attention to detail, Outcome orientation, People orientation, Team orientation, Aggressiveness, Stability. by whole culture in Gorontalo Province Investment, ESDM and Transmigration Office are in the poor category. Of the seven indicators, the majority of employees or respondents indicate

that they agree with the elements or those that include those indicators, but employees are also not free to convey criticism, ideas and suggestions to the leadership. This is because there is still a sense of clumsiness towards the leader and even tend to be afraid of the leader.

C. The Influence of Leadership Style on Organizational Culture

Based on the results of the analysis above, it shows that the significance value of the leadership style variable on organizational culture is $0.00 < 0.05$ with a t-count value of 8.649 and t-table is 1.984 or $8.649 > 1.98$. This means that there is a significant influence of the leadership style variable on organizational culture. This means that the better the leadership style in organization, the better the organizational culture Gorontalo Province Investment, ESDM and Transmigration Office. On the other hand, less the better the leadership that the organization has, the more decline in organizational culture Gorontalo Province Investment, ESDM and Transmigration Office.

Based on the results of the regression test, the overall leadership style has an influence on the formation of organizational culture in the Gorontalo Province Investment, ESDM and Transmigration Office. The test results show that leadership style has a significant effect on all indicators of organizational culture. Therefore, the leadership style needs to be considered because it affects the effectiveness and efficiency in achieving the goals of the investment, ESDM and transmigration offices of Gorontalo province.

D. The Influence of Leadership Style and Organizational Culture on Service Quality

The results of statistical calculations show the calculated F-value = 71,620 with a significance of $0.000 < 0.05$. The value of F-table obtained is 3.09. Thus, the calculated F-value = 71.620 is greater than the table F-value (3.09). This means that the hypothesis which states that simultaneously leadership style and organizational culture have an influence on service quality is acceptable.

The results of the regression analysis test show that Leadership Style and Organizational Culture simultaneously have a significant positive effect on service quality. Culture is born from the leader and the leader reflects the organizational culture. Similar to what happened in Gorontalo Province Investment, ESDM and Transmigration Office. Where the leader upholds the values of service quality so that he is able to make himself a change agent to influence employees in improving the quality of service, namely the enforcement of disciplinary penalties employees through a bureaucratic culture. Besides that, the leader is very close to the employees, to create a comfortable and friendly atmosphere at work so that employees set themselves as role models in building a supportive culture which is reflected in a fairly solid sense of family. Not only being a change agent and role model in building a bureaucratic and supportive culture. The head of the investment, ESDM and transmigration offices of Gorontalo province became a Pilot Project in self-development through sharing knowledge, sharing work experiences, so as to encourage employees to further increase their potential. This is reflected through an innovative culture.

E. The Influence of Leadership Style Through Organizational Culture on Service Quality

Influence analysis is intended to see how strong the influence of a variable with other variables is either directly or indirectly. The interpretation of these results will have an important meaning to obtain a clear strategy selection. In accordance with theoretical studies and the results of testing the previous hypothesis, leadership style will have a direct or

indirect effect on service quality. The indirect effect of these variables is by first passing through the organizational culture, which in turn affects the quality of service. The results of testing the direct and indirect effect given by X to Y is 0.256 while the indirect effect of X through Z on Y is the multiplication between the beta value of X to Z and the multiplication of the beta value of Z to Y which is $0.658 \times 0.571 = 0.375$, then the total effect given by the variable X on Y is the direct effect plus the indirect effect, namely: $0.256 + 0.375 = 0.631$.

Based on the results of the calculations above, it shows that the direct influence value is 0.256 and the indirect effect is 0.375, which means that the indirect effect value is greater than the direct influence value, these results indicate that the X variable indirectly through the Z variable has a significant influence on the Y variable.

A comparison that leads to a higher indirect influence of organizational culture than leadership style on service quality, shows that leadership style will be better at improving the quality of organizational services supported by a good organizational culture.

Service quality will increase if the task-oriented leadership style in the organization is implemented Gorontalo Province Investment, ESDM and Transmigration Office strengthened and supported also by the organizational culture. These results have implications for establishing a strong form of leadership style in organizations. The indicators that make up the leadership style variable, such as working hard under any conditions, updating knowledge, being disciplined at work, not liking subordinates who are late, demanding that subordinates prioritize tasks, expecting employees to be nimble, greatly affect the formation of a strong leadership style character. From these indicators it shows that with hard work even in uncomfortable conditions at work, Gorontalo Province Investment, ESDM and Transmigration Office has the lowest value, therefore the organization must try to improve the quality of its services by motivating its employees to always work hard in doing every job even in difficult situations. Steps that can be taken are to carry out several employee training and development activities, motivate employees every hour of work, and pay attention to the personal approach of the leader and his subordinates, so that the employee can have a passion for work.

CONCLUSION

1. Based on the results of the research for the first hypothesis, it proves that partially leadership style has a positive and significant effect on service quality in Gorontalo Province Investment, ESDM and Transmigration Office. This means that the better the leadership style carried out by the leadership to employees in accordance with the nature of their functions and objectives as well as providing directions to employees in accordance with their field of work, resulting in optimal performance from the apparatus, namely good service.
2. Based on the results of the research for the second hypothesis, it proves that partially there is a significant influence of organizational culture on the quality of service in the Office of Investment, ESDM and Transmigration of Gorontalo Province. This means a distinctive organizational culture and in accordance with the wishes of members, will encourage organizational members to improve service quality. Organizations are required to create a distinctive culture as part of a strategic plan, which can improve organizational performance.

3. Based on the results of the research for the third hypothesis, it proves that there is an effect of leadership style significantly on organizational culture. This means that there is a significant influence of the leadership style variable on organizational culture. This means that the leadership style in the Office of Investment, ESDM and Transmigration of Gorontalo Province is also a feature of the organizational culture which will be followed by his subordinates.
4. Based on the results of the research for the fourth hypothesis, it proves that there is an effect of leadership style and organizational culture positively and significantly affect the quality of service in the Office of Investment, ESDM and Transmigration of Gorontalo Province. This means that the hypothesis which states that simultaneously leadership style and organizational culture have an influence on service quality is acceptable. This shows that the better leadership and organizational culture will make the quality of service in the Office of Investment, ESDM and Transmigration of Gorontalo Province increase.
5. Based on the results of the research for hypothesis five, there is an influence of leadership style on service quality through organizational culture in the Investment, ESDM, and Transmigration offices of Gorontalo Province. These results indicate that indirectly the X variable through the Z variable has a significant influence on the Y variable. This shows that leadership style by a leader will be able to improve the quality of organizational services supported by a good organizational culture.

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