

The Influence Of Leadership Style, Work Motivation, And Organizational Commitment On Service Quality Of Employees At One Roof System Office Of Tanjung North Lombok

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INTRODUCTION

Today, job competition is increasingly competitive so that human resources are needed who can compete with other countries, especially in the Southeast Asia region. Human resources are very important in running an organization, be it a private organization or a government organization. Indonesia's human resources are still a major problem in almost all fields of work.

The success of an organization cannot be separated from the role of a leader. Therefore, the quality of a leader is often considered a determining factor for the success or failure of an organization both in government and private institutions. The leader has a major function or role in formulating and implementing an organizational strategy. According to Veitzhal Rivai (2013), There are several leadership functions, namely the function of instruction, consultation function, participation function, delegation function, and control function. According to Bone and Kurtz in Suwatno (2018: 140) says that leadership is the act of motivating others or causing others to do certain tasks to achieve specific goals. To achieve the goals of the organization in providing good service quality,

Leadership style is a way of how leaders relate to members of the organization or group in solving problems and making decisions. Therefore, every leader has a dominant leadership style applied. In connection with this, the researcher cites 2 expert opinions, namely: (1) Suwatno and Prensa (2018) "leadership style, namely various patterns of behavior favored by leaders in the process of directing and influencing followers ". Therefore, the role of a leader is very important in motivating employees to be able to work well and provide quality service.

(2) Hasibuan (2016) there are 3 types of leadership styles, namely "authoritarian leadership is if most of the power or authority remains in the leadership, participatory leadership is motivating subordinates to feel like they belong to the company and provide ideas or suggestions in making decisions and Delegative leadership is a leader who delegates authority to his subordinates or gives freedom in making decisions. "The main role of leadership is to provide supporting material and participate when asked by subordinates. The dreamer who serves as a motivator must be able to determine the leadership style that is used to encourage employees. Therefore motivation is very important given by leaders to employees if they want to achieve common goals.

Motivation is one of the ways an organization or agency provides enthusiasm or encouragement to its employees to be able to work following the goals of the organization. According to Mangkunegara (2015: 93), motivation is a condition that moves employees to be able to achieve the goals of their motives. support in the process of motivating between leaders and subordinates, namely there the principle of participation, the principle of communication, the principle of acknowledging the share of subordinates, the principle of delegating authority, the principle of paying attention to the importance of an awareness of the organization or agency of the needs of its employees, so that they want to unleash the potential from within and work hard in achieving common goals.

A person's work motivation in carrying out their work is influenced by several factors, namely internal factors originating from psychological processes within a person, and external factors originating outside oneself (environment factors) Kadarisman (2013). Therefore, organizations must be able to motivate employees so that they can generate motivation from within so that they can provide the best service to customers or society.

Employee organizational commitment is shown in an attitude of acceptance, a strong belief in the values and goals of the organization, as well as a strong urge to maintain and become an important part of organizational members to achieve organizational goals (June 2016).

It is undeniable that one of the benefits of the commitment that employees have for the organization is that it can help the organization achieve its goals. With high commitment, an employee will love his job and be able to work with a sense of responsibility. In contrast to employees who have a low commitment to their organization. High commitment will spur employees to work as well as possible so that productivity can increase and organizational goals can be achieved. Therefore, high commitment is very important for an organization to achieve the goals that are expected (Amstrong, 2003).

Good service should have the quality that is expected, to give satisfaction to the services provided by management. According to Kurniawan (Tjiptono. 2011), states that "Public service is the provision of services / serving the needs of other people or people who have an interest in the organization following established rules and procedures". Bass, Avolio in Hutahayan (2019) states that leadership success is an open secret is one of the factors that can improve public services. Therefore, the quality of service must really be considered by employees, especially leaders, to be able to supervise and provide motivation so that the goals set by the organization can be achieved. According to Tjiptono (2011: 203-204) Factors that affect service quality such as leadership, strategic planning education, review (review), communication, protection, and recognition.

Based on the results of research conducted by Ariefahnoor (2017), Nurdin (2011), Mariah & Sa'ud (2013) that leadership style affects service quality, and vice versa according to research conducted by Rusydi (2020), Yasin (2015)) that leadership style and commitment affect service quality.

From the results of observations and interviews with several employees at the One Roof System office, there are several divisions such as, the administration section is chaired by the head of the administration section, the payment and billing section is headed by the Yargih cation, the data collection section which is headed by the manager of revenue. From the existing divisions, the leadership style that is applied is participatory. All the divisions that exist, it turns out that the participatory leadership style that involves subordinates in solving existing problems is quite good but still not optimal, such as not giving warnings to employees who are late or employees who leave during working hours, resulting in the quality of service provided taxpayers are not maximal.

When a meeting is held to discuss existing problems, all employees have the right to convey ideas, opinions, or solutions so that they can be used as a reference in decision making by leaders such as the procurement of a waste bank that is used for vehicles tax payments for taxpayers.

Based on the description above, the objectives of this study are:

- 1) Determine the significant effect of leadership style on the service quality of employees.
- 2) Determine the significant effect of work motivation on the service quality of employees
- 3) Determine the significant effect of organizational commitment on the service quality of employees.

THEORETICAL

Leadership Style

According to Hasibuan (2016), leadership is someone who uses his leadership authority to direct others and is responsible for that person's work in achieving a goal. According to Suwanto and Priansa (2018) "Leadership style, namely various patterns of behavior favored by leaders in the process of directing and influencing followers". Meanwhile, According to Rivai (2014) states that: "Leadership style is a set of characteristics used by leaders to influence subordinates so that

organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader".

From the various definitions above, it can be concluded that leadership style is the ability to encourage and influence someone to be motivated at work and enthusiastic in achieving common goals. If someone is motivated to work, what is being done can be quickly resolved properly.

Motivation

According to Hasibuan (2016) says "motivation is what causes, channels and supports human behavior so that they are willing to work hard and be enthusiastic about achieving optimal results". The impulse or energy is a mental and physical movement to act so that motivation is a driving force that moves humans to behave in their actions, it has a specific purpose. According to Mangkunegara (2015), motivation is a condition that moves employees to be able to achieve the goals of their motives. According to Suwatno and Priansa (2018), motivation is a driving force that will manifest a behavior to achieve the goal of self-satisfaction. From the explanations from the experts, it can be concluded that motivation is the driving and driving force of employees to want to work so that they can achieve common goals.

Organizational Commitment

Organizational commitment is defined as a condition in which employee sides with a particular organization and its goals and desires to maintain membership in the organization. So, high job involvement means taking sides with an individual's particular job, while high organizational commitment means siding with the organization that recruits the individual (Robbins and Judge, 2008).

According to Gibson et al (2008) commitment to an organization involves three attitudes: (1) identification with organizational goals, (2) a feeling of involvement in organizational tasks, and (3) a feeling of loyalty to the organization. So that it means that organizational commitment is a form of identification, loyalty, and involvement expressed by employees towards the organization. An employee who has a good commitment means that the employee has loyalty to the organization where he is currently and will try to optimally achieve the goals of the organization where he works.

Service Quality

According to Ibrahim in Hardiyansyah (2011) said that service quality is a dynamic condition related to products, services, people, processes, and the environment where the quality assessment is determined at the time of providing these public services. "Service quality is the level of excellence expected. Tjiptono (2011) said that public service is a service (serving) the needs of other people or people who have an interest in the organization following the basic rules and regulations. the procedures that have been set.

Conceptual Framework and Hypotheses

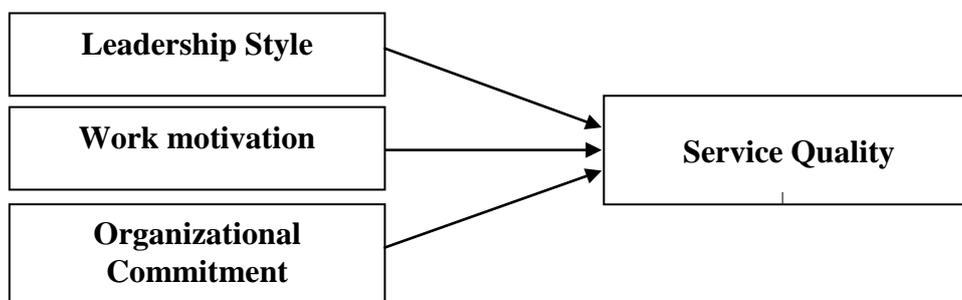


Figure 1. Research Conceptual Framework

According to Sugiyono (2014). The hypothesis is a temporary answer to the formulation of research problems, where the formulation of the research problem has been stated in the form of a

question sentence, temporarily linked, because the new answer is based on the theory obtained through data collection.

H1: Leadership style affects service quality.

H2: Work motivation affects service quality.

H3: Organizational commitment affects service quality.

METHODS

This type of research is associative. Associative research is research that aims to determine the relationship between two or more variables with this research, a theory that explains, predicts, and controls a symptom can be built (Sugiyono, 2014). The population of this study was all employees of One Roof System of Tanjung, amounting to 33 employees. All members of the population were used as respondents in this study. The analysis used multiple linear regression. This analysis aims to determine the influence of leadership style and work motivation on service quality.

The multiple linear regression model used in this study is formulated into the regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

- Y = Quality of Service
- a = Constant
- b = Regression coefficient
- X₁ = Leadership Style
- X₂ = Work Motivation
- X₃ = Organizational Commitment
- e = Error

The partial test (t-test) basically shows whether leadership style and work motivation have a partial role in the quality of service of employees at One Roof System of Tanjung by using a 95% degree of confidence or a 5% error (Sugiyono, 2014). If the value of t count > t table, H_a is accepted and H_o is rejected, it means that the variables have a partial effect. If the value of t count < t table, H_o is accepted and H_a is rejected, it means that the variables do not have a partial effect.

RESULT

The regression equation model is a mathematical model to estimate the dependent variable if it is assumed that the value of the independent variable changes in one particular unit. In other words, the regression equation model is used to determine the weight of the effect of the value of the independent variable on the dependent variable. with the value of the regression coefficient.

Table 1. Regression Coefficient Value

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6,535	4,161		1.571	0.127
1 Leadership Style	0.671	0.170	0.433	3.951	0.000
Work motivation	0.756	0.141	0.588	5.363	0.000
Organizational Commitment	0.566	0.132	0.322	2.923	0.000

$$Y = 6,535 + 0,671X_1 + 0,756X_2 + 0,566X_3$$

The constant (a) is 6.535: it means that if the leadership style (X_1), work motivation (X_2), and organizational commitment (X_3) is 0, then the value of service quality (Y) is 6.535. The regression coefficient value of the variable leadership style is 0.671, meaning that if it is assumed that the variable participatory leadership style has increased by one unit, the value of the service quality variable will increase by 0.671. The regression coefficient value of work motivation is 0.756, meaning that if it is assumed that the work motivation variable has increased by one unit, the value of the service quality variable will increase by 0.756. The regression coefficient value of organizational commitment is 0.566, meaning that if it is assumed that the organizational commitment variable has increased by one unit, the value of the service quality variable will increase by 0.566.

Hypothesis Testing Results

Hypothesis testing is carried out the effect of the independent variables on the dependent variable through the t-test. If the t-count value \geq t-table, the decision to accept the hypothesis. Conversely, if the t-value $<$ t-table, the decision is reject the hypothesis. The t-table value is 2.042. The summary of the hypothesis test results is presented in the following table.

Table 2. Summary of Partial Hypothesis Testing Results

Hypothesis	Influence	t-count	Information
H1	X1 -> Y	3.951	Significant
H2	X2 -> Y	5.363	Significant
H3	X3 -> Y	2.923	Significant

From table 2 above, for H1, the t-count value is obtained (3.951) or greater than the t-table (2.042), so that the decision taken is to accept H_a . This means that the participatory leadership style has a significant effect on the service quality of employees at the One Roof System of Tanjung. For H2, the t-count value is obtained (5.363) or greater than the t-table (2.042), so that the decision taken is to accept H_a . This means that motivation has a significant effect on the service quality of employees at One Roof System of Tanjung. For H3, the t-count value is obtained (2.923) or greater than the t-table (2.042), so that the decision taken is to accept H_a . This means that organizational commitment has a significant effect on the service quality of employees at One Roof System of Tanjung.

DISCUSSION

The Influence of Participatory Leadership Style on Service Quality

The results showed that the participatory leadership style has a significant positive effect on the quality service at One Roof System of Tanjung. Theoretically, the emphasis of a participatory leadership style is on support in high policy and decision-making but little direction. Through the application of such a leadership style, leaders and subordinates will exchange ideas in problem-solving and decision making. According to Badeni (2013), democratic or participatory leaders use a decentralization approach of authority to employees. So that decision are taken not unilaterally but in a participatory manner. This leadership style is effective in encouraging employees to work following their main duties and functions. Each employee is motivated to carry out their duties because of a sense of belonging to the tasks they carry out. This research is relevant to the empirical findings of Ariefahnoor's (2017) and Nurdin's (2011) research. Both of these studies explain that the better the participatory leadership style, the better the service quality.

The Influence of Motivation on Service Quality

The results showed that motivation has a significant positive effect on service quality. The motivation of employees in public services greatly affects the performance of employees in

devoting themselves to society. The motivation of public services encourages an employee to prioritize the interests of the organization and to contribute to the benefit of the organization and society. This means that the concept of public service motivation shows that a public employee will engage in behavior that is consistent with community-oriented motives and attitudes in paying attention to the welfare of others. Therefore, motivation has an important role in achieving and improving the quality of services provided by employees to people who use these services. Research by Ariefahnoor (2017), Mariah and Sa'ud (2013), and Nurdin (2011) is following the results of this study.

The Effect of Organizational Commitment on Service Quality

The results of data analysis show that organizational commitment has a significant positive effect on service quality at One Roof System of Tanjung. The results of this study are following the research of Mariah and Sa'ud (2013) and Nurdin (2011), namely that organizational commitment has an effect on service quality at the SAMSAT Tanjung office.

CONCLUSION

Based on the results and discussion of the research results, it is concluded that:

- 1) Participatory leadership style has a significant positive effect on the service quality of employees at One Roof System of Tanjung.
- 2) motivation has a significant positive effect on the service quality of employees at One Roof System of Tanjung.
- 3) Commitment has a positive and significant effect on service quality of employees at One Roof System of Tanjung.

RECOMMENDATION

The quality of service is improved through a mechanism for making the role of the leader in providing direction, guidance, guidance, and evaluation concerning the implementation of tasks and work an effective mechanism so that conduciveness can be realized in the workplace. On the other hand, rewards (rewards and punishments) which are based on employee work results and career development need to be considered well by the leadership and management, so that employees can feel satisfied with their work and lead to an increase in the quality of service produced.

Employees are expected to be able to maintain and improve service quality even without the support of leadership and management elements because the aspects of public services have been regulated in a policy mechanism and laws and professional code of ethics. Furthermore, the quality of service will be assessed directly by the people who receive services from a public service agency.

Service quality is not only directly affected by leadership and motivation factors. Many other factors affect service quality either directly or indirectly, such as job satisfaction, attitudes, understanding of the rules, etc. Therefore, it is hoped that further researchers can investigate the various factors that exist to be used as a deeper study.

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