



The Influence of Transformational Leadership, Quality of Human Resources, and Discipline toward Community Satisfaction at the Office of Dinas Kependudukan and Pencatatan Sipil Kota Kupang

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ABSTRACT

The purpose of this study is specifically to obtain the results of the analysis of the relationship between the variables of transformational leadership, the quality of human resources, and the discipline of civil servants on the level of community satisfaction partially and simultaneously. The research method uses a descriptive and verification survey. Collecting data use questionnaires and documentation techniques. This research is an associative research, where in there are variables related and they can influence other variables. The population of this research is employees who work in the Dinas Kependudukan and Pencatatan Sipil Kota Kupang as many as 78 people and 240 people from Kupang City community. Data analysis using analyzing tools of SPSS 23. Testing of the data uses t test, that transformational leadership has an effect on community satisfaction with t count of 5,536 < t table of 1,96, quality of human resources has an effect on the community satisfaction with t count of 33,683 < t table of 1,96, discipline of civil servants has an effect on the community satisfaction with t caount of 20,817 < t table of 1,96. Simultaneously, transformational leadership, quality of human resources, and discipline of the state civil servants influence on community satisfaction with F count of 459,956 > F table of 2,633. The result of this study shows that transformational leadership, quality of human resources, and discipline of the state civil servants has an effect positively and significantly toward community at the Dinas Kependudukan and Pencatatan Sipil Kota Kupang.

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INTRODUCTION

The performance of public services by government employees to the community is currently in the

spotlight and criticism. The problem is, from time to time the performance of government employees is decreasing, especially in serving the needs of the community. Several survey and research facts prove this. The Badan Kepegawaian Nasional Republik Indonesia on 2019 stated that government employees who performed well in the aspect of public service were only 20% (Alie et al., 2022). Meanwhile, the Kementerian Pendayagunaan Aparatur Negara and Reformasi Birokrasi Republik Indonesia stated that there were around 1.35 million or 30% of the total government employees who performed poorly in providing services to the community (Yustini et al., 2022)

The two institutions above actually confirm the results of surveys from several international survey institutions which report that the performance of government employees in Indonesia in relation to public services is the worst in the world. Institutions of Political and Economic Risk Consultancy (PERC) mentions Indonesia as the worst country in public services in the world with a score of 8 (Marnisah et al., 2022). The International Finance Corporation (IFC) calls Indonesia the worst country in terms of bureaucratic services because it is ranked 128th in the world (Riwukore, Marnisah, & Habaora, 2022b). The Institute of Development Management in Switzerland in the World Competitiveness Book gives the title of Indonesia as the worst country in social services due to low employee performance or is ranked 59th out of 60 countries surveyed (Riwukore et al., 2022). While Riwukore, Marnisah, et al. (2022a) stated that the public service performance of government employees in Indonesia is considered the worst in the world because, from a survey conducted by several international institutions, Indonesia is only ranked 60th out of 60 countries surveyed from the aspect of economic performance, Indonesia is ranked 59th of the 60 countries surveyed related to business efficiency, and Indonesia was ranked 55th out of 60 countries surveyed from the aspect of government efficiency.

During the Covid-19 pandemic, the performance of government employees decreased in the aspect of public services as reported by Litbang Kompas (Riwukore et al., 2022). Kementerian PAN & RB Republik Indonesia stated that during the Covid-19 pandemic, people increasingly complained about the performance of government employees in public services (Riwukore, Yustini, Zamzam, et al., 2022). Komisi Ombudsman Nasional Republik Indonesia reports that the public is dissatisfied with public services from government employees during the Covid-19 pandemic (Marnisah et al., 2022). Based on the existing description, it can be concluded that there are problems related to public satisfaction with public services provided by government employees.

One of the agencies that carry out the role of public services directly to the community is the Office of Population and Civil Registration. This agency is in the public spotlight because it is in direct contact with the needs and needs of documents related to population identity and civil registration such as marriage certificates, birth certificates, death certificates, and even divorce documents. The importance of the role of this institution often draws criticism and public dissatisfaction in the acceptance of population administration services. Several research results report that public dissatisfaction in receiving employee services at the Dukcapil Office is caused by several factors, including the leadership factor (Riwukore et al., 2021; Riwukore & Habaora, 2021; Marnisah et al., 2021; Alie et al., 2022), human resource quality factors (Riwu Kore, 2010; Riwu Kore, 2020; Riwu Kore et al., 2022; Haba Ora, 2022), and employees discipline (Riwukore, Susanto, Walyusman, et al., 2021; Riwukore, Susanto, Pilkandis, et al., 2021; Riwukore, Yustini, & Likur, 2022; Riwukore et al., 2022a; Riwukore, Marnisah, & Habaora, 2022a; Riwukore et al., 2022b).

The existence of factors that influence people's satisfaction with public services at the Office of Dinas Kependudukan and Pencatatan Sipil Kota Kupang is interesting to study, especially leadership (transformational), quality of human resources, and discipline. One of the working areas of the Population and Civil Registration task dimension that can be studied from these factors is the Office of Dinas Kependudukan and Pencatatan Sipil Kota Kupang. Thus, the purpose of this research is to analyze and prove the influence of transformational leadership, quality of human resources, and discipline on people's satisfaction. The benefits of the research achieved are the development of more comprehensive scientific knowledge and a policy recommendation to stakeholders.

RESEARCH METHOD

This research was conducted for \pm 3 months (February-April 2022) at the Office of Dinas Kependudukan and Pencatatan Sipil Kota Kupang. This research is quantitative in the discipline of human resource management. This research design consists of a framework of thinking and hypotheses that transformational leadership, quality of human resources, and discipline affect people's satisfaction. The population of this study used the elements of society as many as 600 people, and respondents were determined by purposive sampling with the Slovin technique with a probability of 5% so that there were 240 respondents. Meanwhile, the research population that comes from employees is determined by a saturated sample of 78 employees. The types of data used are primary and secondary. Data collection techniques are questionnaires (closed interviews with a Likert scale), observation, and documentation studies. To find out whether the questionnaire used can truly describe the research objectives (valid) and consistent (reliable), it is necessary to test the instrument, namely the validity test and reliability test. Then the classical assumption test was carried out consisting of a normality test, autocorrelation test, multicollinearity test, and heteroscedasticity test. Furthermore, the regression analysis test was carried out both partially (t-test) and simultaneous test (F test) while looking for the coefficient of determination of the research variables. The analytical tool used is SPSS version 25.

RESULTS AND DISCUSSIONS

Results

Validity and Reliability Test

The r-table value of this study is 0.2006 based on a sample of 240 respondents at $df = 238$. The decision-making of the valid research instrument is $r\text{-count} > r\text{-table}$. This research showed all statement items in the research instrument show the value of $r\text{-count} > r\text{-table}$, which means that all items are valid.

According to Bahri & Zamzam (2015), certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability (<0.50), less strong reliability (0.50-0.59), moderate reliability (0.60-0.69), strong reliability (0.70-0.79), very strong reliability (0.80-0.89), and perfect reliability (0.90-0.10). Based on this research, the reliability test results show the Cronbach's Alpha value of each research instrument item > 0.60 , which means that all items are reliable.

Normality Test

The normality test uses the Kolmogorov-Smirnov (liliefors) test where the decision is that a data is normally distributed if it has a significance value (2-tailed) of > 0.05 . The results of the normality test from this study are presented in Table 1. As a result, all variables have a significance value > 0.05 , which means that the research data is normally distributed.

Table 1. Kolmogorov-Smirnov normality test

Variable	Asymp.Sig (2-tailed)	Criteria	Results
Transformational Leadership	0.992	> 0.05	Data is normal
Quality of Human Resources	0.971	> 0.05	Data is normal
Discipline	0.900	> 0.05	Data is normal
Community Satisfaction	0.936	> 0.05	Data is normal

Source: SPSS output processed by researchers, 2022

Autocorrelation Test

The autocorrelation test in this study used the DW test (Durbin-Watson), with the decision criteria (1) there was autocorrelation (<1.10); (2) without conclusion (1.10-1.54); (3) no autocorrelation (1.55-2.46); (4) without conclusion (2.47-2.90); and (5) there is autocorrelation (> 2.90). The results of the

autocorrelation test are presented in Table 2. Based on the results of the autocorrelation test, the DW value is 1.800 or is between 1.55-2.46 which indicates that the research data has no symptoms of autocorrelation.

Table 2. Results of autocorrelation test

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.894 ^a	.800	.798	2.066	1.800	

a. Predictors: (Constant), Discipline, Transformational Leadership, Quality of Human Resources

b. Dependent Variable: Community Satisfaction

Source: SPSS output processed by researchers, 2022

Multicollinearity test

Multicollinearity test uses tolerance value and variance inflation factor (VIF). The data of this study are free of multicollinearity symptoms if the tolerance value > 0.10 and VIF < 10. The results of the multicollinearity test in this study are presented in Table 3. As a result, all independent variables have a tolerance value > 0.10 and a VIF value < 10 which indicates that the data It is symptom free of multicollinearity.

Table 3. Multicollinearity test

Variable	Tolerance	VIF	Keterangan
Transformational Leadership	0.364	2.749	No multicollinearity
Quality of Human Resources	0.241	4.156	No multicollinearity
Discipline	0.417	2.399	No multicollinearity

Source: SPSS output processed by researchers, 2022

Heteroscedasticity Test

Heteroscedasticity test using Glejser test. The research data is symptom-free heteroscedasticity if it has a significance value > 0.050. The results of the heteroscedasticity test are presented in Table 4. As a result, all independent variables have a significance value > 0.05 which indicates that all data are free of heteroscedasticity.

Table 4. Heteroscedasticity test

Variables	Sig.	Criteria	Results
Transformational Leadership	3.333	> 0.050	No heteroscedasticity
Quality of Human Resources	2.444	> 0.050	No heteroscedasticity
Discipline	2.691	> 0.050	No heteroscedasticity

Source: SPSS output processed by researchers, 2022

Hypothesis Test: Multiple Regression Analysis

The results of multiple linear regression analysis are presented in Table 5. The result, the regression equation in this study is $Y = -2.809 + 0.178X_1 + 0.403X_2 + 0.478X_3$. Based on the results of testing the effect of transformational leadership to community satisfaction, it is known that the t-count value is 17.644 and the t-table value with N = 240 (df = N-2) is 1.97190. Thus the value of t-count > t-table or $17.644 > 1.97190$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$.

Table 5. Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.809	1.788		-.938	.349
	Transformational Leadership	.178	.061	.122	17.644	.000
	Quality of Human Resources	.403	.061	.342	26.287	.000
	Discipline	.478	.037	.509	28.059	.000

a. Dependent Variable: Community Satisfaction (Y)

Source: SPSS output processed by researchers, 2022

Based on the results of testing the effect of quality of human resources to community satisfaction, it is known the t-count value of 26.287 and a t-table value with N = 240 (df = N-2) is 1.97190. Thus the value of t-count > t-table or 26.287 > 1.97190. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05.

Based on the results of testing the effect of service quality on community satisfaction, it is known the t-count value of 28.059 and a t-table value with N = 240 (df = N-2) is 1.97190. Thus the value of t-count > t-table or 28.059 > 1.97190. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05.

Table 6. Simultaneous test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5345.815	3	1781.938	417.508	.000 ^b
	Residual	1340.163	314	4.268		
	Total	6685.978	317			

a. Dependent Variable: Community Satisfaction

b. Predictors: (Constant), Discipline, Transformational Leadership, Quality of Human Resources

Source: SPSS output processed by researchers, 2022

Based on the results of testing the effect of transformational leadership, quality of human resources, and discipline to community satisfaction, the F-count value is 417.508 and the F-table value with N = 240 is 2.64. Thus the value of F-count > F-table or 417.508 > 2.64. Meanwhile, the significance level is smaller than the set significance level, which is 0.000 < 0.05.

Table 7. Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.800	.798	2.066

a. Predictors: (Constant), Discipline, Transformational Leadership, Quality of Human Resources

b. Dependent Variable: Community Satisfaction

Source: SPSS output processed by researchers, 2022

The correlation value is 0.894 which can be explained that the relationship between the independent variable and the dependent is in the strong category. The R Square value obtained is 0.800 which can be interpreted that the independent variable X has a contribution effect of 80.0% on the Y variable and the other 20.0% is influenced by other factors outside the X variable.

Discussion

a. Effect of Transformational Leadership to Community Satisfaction

The results of this study indicate that transformational leadership has a partial and significant effect on community satisfaction. This means that hypothesis 1 is accepted that there is a significant influence between transformational leadership partially on community satisfaction. The results of the existing research are in accordance with what Kristinawati (2020) stated that transformational leadership has a significant influence on community satisfaction. The results of this study support the theory put forward by Riwukore (2010) which states that the success or failure experienced by the organization is largely determined by the quality of leadership it has and the people who are entrusted with the task of leading the organization. Leaders with a transformational leadership style must involve subordinates so that they can jointly make changes by implementing various kinds of correct managerial practices. Leaders must be able to empower subordinates; In other words, leaders can significantly strengthen subordinates' belief in their abilities so that with a stronger sense of self-

efficacy, employees will be better able to do and succeed in performing various challenging tasks. Riwukore, Alie, et al. (2021) say that the trick of empowerment or - creating a sense of power - is the root of organizational effectiveness, in times of transition and transformation.

b. Effect of Quality of Human Resources to Community Satisfaction

The results of this study indicate that the quality of human resources has a partial and significant effect on people's satisfaction. This means that hypothesis 2 is accepted that there is a significant influence between the quality of human resources partially on community satisfaction. Sedarmayanti (2017) argues that "The quality of human resources concerns the quality of the workforce regarding abilities, both in the form of physical abilities, intellectual abilities (knowledge), and psychological abilities. Quality human resources will produce adequate service quality so that in the end it has an indirect impact on community satisfaction. The quality of human resources in the organization has a very important position because it is determined by the quality of the people who work in it. Efforts are made to provide the best service for the community by improving and developing human resources in the government so that it will have an impact on the quality of service received by the community. The quality of service received by the community in accordance with expectations will lead to community satisfaction. Thus, the quality of human resources will indirectly affect community satisfaction through the quality of services received.

c. Effect of Discipline to Community Satisfaction

The results of this study indicate that the ASN discipline has a partial and significant effect on community satisfaction. This means that hypothesis 3 is accepted that there is a significant influence between ASN disciplines partially on community satisfaction. Riwukore, Yustini, & Likur (2022) said that the main indicators of work discipline in employees are attendance, adherence to work regulations, adherence to work standards, a high level of vigilance, and ethical work.

Implementation of discipline according to Riwukore, Susanto, Pilkandis, et al. (2021), if it is based on awareness and conviction, it will create a harmonious condition between desire and reality. To create such a harmonious condition, it must first be realized harmony between the obligations and rights of employees. Thus discipline is related to the attitude of loyalty and obedience of a person or group of people to the rules, both written and unwritten, which is reflected in the form of behavior and actions.

Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This encourages work passion, and the realization of organizational, employee, and community goals. Therefore, every leader or manager always tries so that his subordinates have good discipline. A manager or leader is said to be effective in his leadership if the employee is well disciplined. Maintaining and improving good discipline is a difficult thing because many factors influence it. Based on the description of the research results above, it can be concluded that discipline has an influence on the quality of service to the community which results in the level of community satisfaction.

d. Effect of Transformational Leadership, Quality of Human Resource and Discipline to Community Satisfaction

Simultaneously, the results of this study indicate that the variables of transformational leadership, quality of human resources, and ASN discipline have a joint and significant effect on community satisfaction. The results of an internal survey conducted by the Dinas Kependudukan and Pencatatan Sipil Kota Kupang on the community satisfaction index in 2021 showed that the weighted average value for the 9 supporting elements of service quality which was assessed to reach 3.57 from the highest value scale of 4. While the community satisfaction index reached 89.32% or included in the very good category. The 9 supporting elements of service quality are requirements, procedures, service time, fees/tariffs, service products, implementing competencies, implementing behavior, complaint handling, suggestions and inputs, and facilities and infrastructure. this is in line

with the indicators of community satisfaction used in this study, namely reliability, assurance/trust, tangibles/appearance, empathy, and responsiveness.

CONCLUSION

The results of this study indicate that the transformational leadership, quality of human resources, and discipline have a positive and significant influence on community satisfaction, either partially or simultaneously. The results of this study indicate that the dominant predictors that affect employee performance sequentially from highest to lowest are the discipline, quality of human resources, and transformational leadership. These three predictors need to be the attention of the organization because they are predictors of forming employee performance.

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