

# The Influence of Leadership and Apparatus Performance on the Quality of Public Services and Impact on Society Satisfaction

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## Abstract

*This study aimed to analyze leadership factors and their effect on the quality of public services and their impact on society satisfaction. This research was conducted in Panyingkiran District, Majalengka Regency, West Java Province, Indonesia. This research is quantitative, and the analysis technique used is path analysis. The sample in this study used multistage random sampling, which was divided between the Rukun Warga (RW) and the Rukun Tetangga (RT) with 305 respondents from the society in the village Panyingkiran District. Sources of data in this study are primary data and secondary data with data collection techniques through research questionnaires distributed to respondents. The results showed that leadership, apparatus performance, quality of public services, and society satisfaction were in the moderate to good category. The results of hypothesis testing indicate that leadership and apparatus performance have a positive and significant effect on the quality of public services, and the quality of public services impacts society satisfaction.*

## Keywords

leadership; apparatus  
performance; public service  
quality; society satisfaction



## I. Introduction

In-Law Number 23 of 2014 concerning Regional Government, it is explained that the Village is a legal society unit with territorial boundaries that are authorized to regulate and manage Government Affairs, the local society interests based on society initiatives, origin, and recognized traditional rights. Respected in the government system of the Unitary State of the Republic of Indonesia. To carry out the mandate of the Law on the administration of regional government, the government needs support from government officials who are strong, professional, and able to act locally and compete globally. The success or failure of the program depends on the performance of the village government apparatus, in this case, the village head as the highest policymaker. The Village Head, in his capacity, is expected to be able to carry out various policies, both originating from his leadership and leadership (structural policies) or policies of a technical nature at the village level.

The success of the village head in implementing all existing policies is one indicator that the roles of the bureaucracy in the village have been running; of course, the service to the society will be better. Ideally, a leader must have broad general knowledge; the higher his position in the organizational leadership hierarchy, the more demands to think and act in general. The most important aspect in the implementation of village government is the position of the village head in carrying out his leadership function. In connection with this, Beding (Permadi. K, 1996, p. 3) argues that "leadership is more than just a personal attribute, a personality trait and character of a leader can be conditioned into the spectrum of 'leadership traits' is also a role, determined by the expectations of groups, institutions, and organizations." Kouzes and Posner in (Tirayoh, 2005:123), argue that "leadership is a relationship, one between constituent and leader that is based in mutual needs on interest."

Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019). Leadership is a relationship between organizational members and leaders, and then leadership takes place based on mutual needs and the same interest in achieving goals. Leadership can be thought of as a broad spectrum of human relationship concepts, and its essence rests on the ability to influence others. This is in line with the opinion (Stephen P. Robbins, 2013, p. 432), which states, "leadership is the ability to influence a group towards shared achievement." The leadership of the village head referred to in this study is several abilities possessed by the village head in his efforts to influence other people (especially subordinates) to carry out a policy. Another thing also includes the efforts of the village head in empowering all existing potential and resources and establishing a synergistic relationship with the society so that policies or decisions taken by leaders can be implemented and provide benefits to the society. Effective leadership of the village head can reflect that the administration of the bureaucracy at the village level has been following the expectations desired by some members of the society.

In connection with these provisions, this implies that in carrying out village household affairs, conducting guidance, society development, and fostering the village economy, the village apparatus must run it because the village society has developed with various activities that increasingly require professional development government officials. Along with the development of the society, the need for increasingly complex services and services that are getting better, faster, and more precise is needed by the society. The apparatus during the society must be able to provide services that follow the society needs, so that society satisfaction is met. In carrying out their duties, the apparatus is a subsystem of government administration that has the authority to regulate and manage its household in an empowered and effective manner following government development. On the other hand, village officials are often constructed as village officials who are expected to be society protectors. However, village government management in this context is still weak in village government accountability and transparency. Often with institutional changes in the village inevitably encourage village human resources (apparatus) to work following the targets to be achieved. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020).

In increasing the capability of the apparatus, the role of leadership becomes vital in the organization (Holbert et al., 2021),; besides that, leadership also has a role in improving public services (Nurung et al., 2020; Wijaya et al., 2019). improve public services; the driving factor is human (Vrchota & Řehoř, 2019). Human resources are no longer seen as a factor of production, as ancient management argued, which treated humans like machines. But now the village apparatus is really as Human Capital which plays a very important role following modern management. This difference of opinion leads to an indication of the treatment of human resources. In the first view, human resources are managed parallel to production management. Finance and marketing are certainly not following human dignity. Because humans are not just a source but an implementation that runs an organization or an organization's steering machine, the society in general still often complains about village government officials who do not understand the needs of the residents. Obtain simple services; people are often faced with difficulties, such as complicated procedures. Village government officials do not feel called upon to increase efficiency and improve work procedures.

Under the leadership of the Village Head, the Village Government has the following tasks: 1) administering government, development, and society affairs efficiently and accountably, 2) carrying out government affairs delegated by the Regent. Thus, the Village Government carries out the functions of government administration, society empowerment, society services, administering public peace and order, maintaining public infrastructure and facilities, and fostering society institutions. However, what happened at the lowest level of government, namely the village, had many incidents involving the low level of government services to the society, both in quality and quantity. Ideally, village government officials provide services to the society according to society needs. The village government apparatus has not been able to carry out government functions properly. Apart from the quality of the apparatus, not all members of the society know their needs, so people trust the village apparatus.

## **II. Review of Literature**

### **2.1 Leadership**

Leadership, according to the term, can be interpreted as a process when a person leads (directs), guides (guides), influences (influences), or controls (controls) the thoughts, feelings, or behavior of others. Based on the above definition, it can be understood that leadership is an act of influencing others to do something to achieve certain goals. Leadership is a science that studies comprehensively how to direct, influence, and supervise others to carry out tasks following planned orders. Based on the experts' opinions above, leadership is an individual who can influence the group (the village head influences the society) in obtaining support from the society in village development goals. The leadership of the village head in directing, influencing, and supervising village officials and the society in village development. According to (Kartini Kartono, 2011, p. 55), a leader is someone who guides to lead with the help of his persuasive qualities, and voluntary acceptance by his followers.

(Tucker, L. R., & Lewis, 2004) defines transformational leadership as a leadership pattern that can motivate employees by bringing high ideals and values to achieve the organization's vision and mission, which builds trust in leaders. In research (Saowalux & Peng, 2007) empirically proves that transformational leadership influences public service performance, and leadership itself is influenced by leadership style (Muhammad Arif Adriansyah, 2018). This leadership style focuses on tangible qualities such as vision, shared values, and ideas to build rapport, give greater meaning to each activity, and provide a common foundation for the change process.

### **2.2 Apparatus Performance**

(Anwar Prabu Mangkunegara, 2015, p. 67) Argues that "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities assigned to him." (Sedarmayanti, 2014, p. 260) reveals that "Performance is a translation of Performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be demonstrated in a concrete and measurable way (compared to standards). which have been specified)." According to (Wibowo, 2013, p. 7) suggests that "Performance is about doing the work and the results achieved from work." The high and low performance of an employee is certainly determined by the factors that influence it either directly or indirectly.

### 2.3 Public Service

Service has an important role in human life because fulfilling human needs requires service. Service is not only in business organizations but has developed more broadly in the order of government organizations. According to (Hardiyansyah, 2011, p. 11), "Services can be interpreted as activities provided to help, prepare and manage either in the form of goods or services from one party to another." Therefore, good service is a service that can satisfy its customers (Yosep et al., 2016). Humans carry out activities by using equipment to help others in meeting their needs. Service activities cannot be seen with the naked eye but can be felt. This is in line with the opinion (Ratminto & Atik Septi Winarsih, 2006, p. 2), which states, "Services are products that are invisible (cannot be touched) that involve human efforts and use equipment." In simple terms, the term service means doing something for others and not producing a physical product. Government companies or private companies can provide services. According to the Oxford Advanced Learner's Dictionary in (Fandy, Tjiptono dan Greforius, 2016, p. 4), Service is a system that provides something that is needed by the public, organized by the government or private company; an organization that provides something to the public or does something for the government; a business whose job is to do things for customers but not to produce goods; specific skills or assistance that a person can offer; and the condition or position of being a servant or servant.

Service standards are standardized measures in implementing public services that service providers and or recipients must obey. Every public service provider must have service standards and be published to guarantee certainty for service recipients. This ensures that various bureaucratic structures at the center and in the regions can provide the same quality of service. According to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 15 of 2014 concerning Guidelines for Public Service Standards, "Service standards are benchmarks used as guidelines for service delivery and as a reference for assessing service quality as an obligation and promise of the organizers to the society in the context of quality, fast service. , easy, affordable and scalable".

### 2.4 Society Satisfaction

Society satisfaction can be shown through the attitude of the society after obtaining the results obtained. Society satisfaction will be seen from how well the results are obtained and felt. The better the quality of the results obtained, the better customer satisfaction. The word satisfaction, according to (Fandy, Tjiptono dan Greforius, 2016, p. 433), comes from the Latin "satis," which means good enough, adequate, and "faction," which means to do or make. Satisfaction can be interpreted as "efforts to fulfill something" or "to make something adequate." The society is the main customer who gets the service. Government employees will provide the best service to achieve society satisfaction. Therefore, measuring the level of society satisfaction is very necessary because it will provide useful information for the agency's development.

Tse and Wilton (Lupiyoadi, 2016, p. 149) explain: "Customer satisfaction or dissatisfaction is the customer's response to the evaluation of the perceived discrepancy between previous expectations and the actual performance of the product felt after its use." Government agencies can find out the society satisfaction through the feedback provided by the society to the service provider agency so that it can be input for development and implementation purposes and increase society satisfaction. One example of feedback can be seen when the society complains or complains; with the complaint or complaint, the agency can improve and improve services to satisfy people who are not satisfied. Society



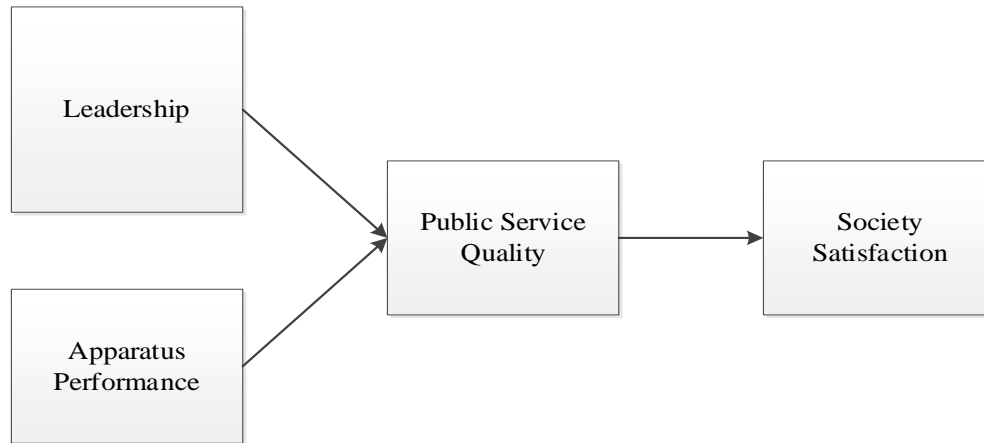
satisfaction with public organizations is very important because of the relationship of public trust. According to (Harbani Pasolong, 2008, p. 221), "The better the government and the quality of services provided, the higher the public trust (high trust)." Public trust will be higher if the society gets good service and feels satisfied with the service. The Decree of the Minister for Empowerment of State Apparatus No. 63 of 2003 concerning General Guidelines for the Implementation of Public Services states that "The measure of the success of service delivery is determined by the level of satisfaction of service recipients. Service satisfaction is achieved when service recipients receive services following what is needed and expected.

Measurement of satisfaction level is closely related to service quality. Measurement of quality aspects is useful for government agencies to know well the course of the agency's service process, know where to make continuous improvements to satisfy the society, determine changes that lead to improvement. The indicators of society satisfaction are complaints and suggestions system, customer satisfaction survey, Ghost shopping method, lost customer analysis, conformity of expectations, performance perception, customer assessment. Customer satisfaction can be measured based on these indicators. In this study, customer satisfaction will be measured using indicators from Consuegra et al., namely the suitability of expectations, perceived performance, customer ratings. The selection of these indicators is because the suitability of expectations will determine the quality of the services provided at the Rowosari Village Hall Office, the perception of performance to obtain a public opinion regarding employee work discipline, customer assessment is used to assess whether or not the services provided by the Rowosari Village Hall Office to the society when compared with Other Village Hall offices.

## **2.5 Research Framework**

Village government is a manifestation of regional government based on regional autonomy. The main purpose of implementing regional autonomy is to improve public services and advance the regional economy. Public services provided by village government officials are related to society satisfaction with the services they get. Society satisfaction is the response given by the society to the performance of the village apartment, namely the Village Government in Panyingkiran District, in providing services to the society. The society satisfaction in this study includes the simplicity of public services, clarity, the certainty of time, accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline and friendliness, and convenience of public services.

Many factors affect the quality of service, one of which is the performance factor of the apparatus and leadership. The performance of a village apparatus is needed to see how far its ability to carry out its duties in serving the interests of the society in the village in the Panyingkiran sub-district, Majalengka Regency is. Therefore, this study will look at how the public's perception of the performance of the village apparatus in improving public services. Meanwhile, the leadership role of the village head is very central in improving the quality of service, which has implications for increasing society satisfaction. According to Tse and Wilton (Fandy, Tjiptono dan Greforius, 2016, p. 146), it is stated that customer satisfaction or dissatisfaction is the customer's response to the evaluation of the perceived discrepancy between previous expectations and the actual performance of the product after its use. Customer satisfaction is a function of expectations and performance. In (Atmoko, 2004, p. 146), Oliver believes that overall satisfaction is determined by the mismatch of expectations, which is a comparison between perceived performance and expectations.



**Figure 1. Research Paradigm**

### III. Research Method

This research is a type of survey research, namely research that is used using a questionnaire as a research tool. The purpose of survey research is to describe the background, characteristics, and characteristics typical of a case or an individual's status. These characteristics will be made into a general matter. The method used in this research is the descriptive-analytical method with a survey approach. This descriptive research aims to make a systematic, factual, and accurate description, picture, or painting of the facts, characteristics, and relationships between the phenomena being investigated.

The source of research data is an important factor for the author's consideration in determining the data collection method. There are two sources of data used in this study, namely primary data and secondary data. Data collection techniques in this research are field research and library research. The population in this study was based on the number of household heads, as many as 1,278 consisting of 18 RT and 8 RW. The sampling technique in this study uses the Slovin formula with a margin of error of 5%. From the calculation of the Slovin formula, a sample of 305 people was obtained. In determining which regions will be sampled, the method used is a sampling technique based on regional clusters. The area clusters taken are adjusted to the number of RTs as many as 18 RTs in Pasirmuncang Village. The analysis used in this study is path analysis. Path analysis is the method used in this study, and the method can determine the magnitude of the influence of a variable on other variables, both direct and indirect effects. The variables studied were the influence of village head leadership and apparatus performance on public services in increasing society satisfaction.

### IV. Results and Discussion

Analysis of the description of the variables in the study was seen from the value of the frequency distribution, the average value, and the continuum line. The results of the description analysis can be seen as follows.

**Table 1. Descriptive Analysis Results**

No	Variable	Score	Average	Catgeregory
1	Leadership	3050	4.10	High
2	Apparatus Performance	4270	4.14	High

3	Service Quality	3050	4.113	High
4	Society Satisfaction	4880	4.22	High

Source : data analysis

The results of the analysis of the leadership of the village head are in the high to very high category. These results describe that most of the respondents considered that the village head had a high performance in carrying out his profession as a leader in his village area. This is reflected in the openness of the village head towards its citizens in accepting suggestions from its citizens, which is the highest score with an average of 4.37. The other highest value is found in the innovation made by the village head, which is considered by the society to be quite innovative, this can be seen from the average value of 4.31 and the other highest value regarding the attitude of the village head towards providing solutions to every problem that occurs in the society. The society assessment of these indicators is included in the high category with an average value of 4.30. this indicates that the society has trusted the village head in providing solutions to its citizens.

The results of other studies reveal that there are 4 indicators that, although the assessment is included in the high category, when compared to other average values, these four indicators are the lowest values. The 4 indicators that are still considered by the society to be not optimal include the village head's example, the delivery of the village head's vision and mission to the society, and the intimacy of the village head with its citizens, whose average score is still below 4.00. Therefore, the results of this study provide strategic direction in increasing the leadership role; the village head strives to improve these four factors so that the leadership role is felt more significant by the society. The average assessment for the village head leadership variable is 4.10, which is included in the high category.

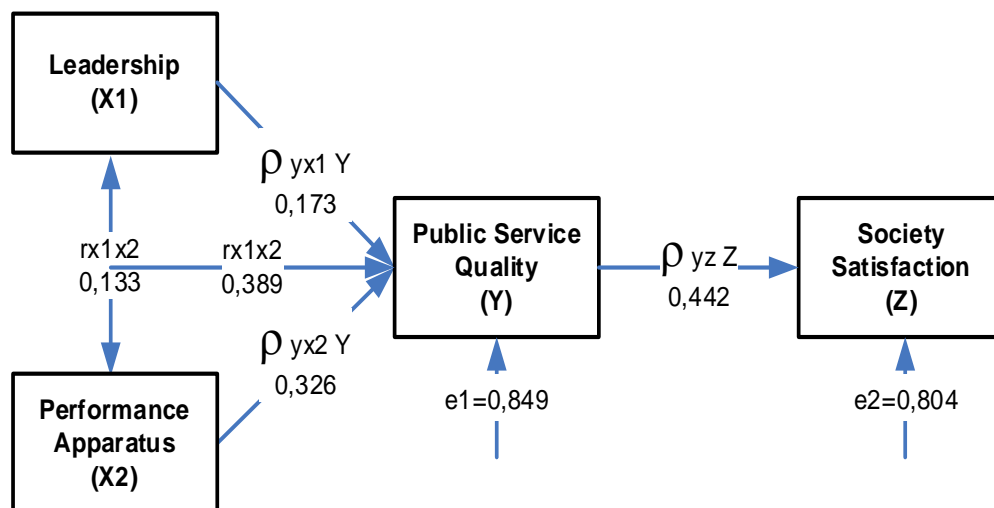
The results of the analysis of the performance of the village apparatus show satisfactory results; this can be identified from the average value of the apparatus performance variable of 4.14, which is included in the high category. From the analysis results, 3 indicators are rated by respondents as the highest when compared to other indicators, including the quality of the village apparatus employees, the closeness of employees to the society, and the attitude of employees in providing services to the society. These three indicators show that the village apparatus has shown its performance in providing services to the society. However, two indicators still need to be improved, including the punctuality of completing work. The respondents stated that regarding the timeliness, there were often delays in various arrangements needed by the society, so this also made the respondents less satisfied with the timeliness promised by the village apparatus. In the end, the types of services provided to the society could be completed properly. However, it is necessary to discipline the employee apparatus, especially in completing services, on time to increase respondent satisfaction.

The analysis of the quality of services provided by the Pasirmuncang village government showed satisfactory results for the society based on the respondents' assessments. This can be seen from the average value of the service quality variable of 4.113, which is included in the high category. From the results of the descriptive analysis of the service quality variable, it was found that 3 indicators were about the officers' ability, the reliability of the officers, and the openness of the service information system, which were considered to have satisfied the society. The average value of the officer's ability based on the respondent's assessment is 4.48, and this value is included in the high category; the next indicator is the reliability of officers in complying with procedures and technical services based on the respondent's assessment of 4.38, and the last indicator is

reliability in providing information with an average value of 4.30, all of which are included in the high category. Other findings on service quality variables found that other indicators were considered not optimal, including the familiarity of officers with the society, officers' attention in providing services, and care of officers, which were the lowest ratings compared to other indicators. Therefore, attention to these three indicators needs to be increased considering that the function of village government is to provide services to the society.

The society satisfaction analysis results obtained an average value of 4.223, and this value is included in the high category. The results of this study empirically prove that most people are satisfied with the services provided by the Pasirmuncang village government, especially in the aspect of openness and responsibility in completing work related to the interests of the society. These two indicators are the highest average value when compared to other indicators on the society satisfaction variable. However, two indicators need to be improved: the alertness of village government officials and their competence, which is considered not optimal because it has the lowest average value compared to other indicators on the society satisfaction variable.

The hypothesis stated in this study relates to the influence of village head leadership and apparatus performance on service quality and its impact on society satisfaction. The influence contribution analysis and hypothesis testing used path analysis techniques. Path analysis belongs to the parametric statistical group, which requires the data used to have an interval measurement scale. Because the research data was obtained by distributing questionnaires to respondents with a questionnaire data measurement scale in the form of interval data. To meet the requirements of the data used in the path analysis, the data was first transformed into an interval scale. The results of the path analysis are described as follows:



Source: ata analysis

**Figure 2.** Full Model Analysis Results in Path Analysis

Based on the results of descriptive research on the village head leadership variable, an average value of 4.10 was obtained, which was included in the high category. This finding indicates that the leadership of the village head has played a good role in terms of the dimensions of influencing village officials, motivation, providing direction and guidance to both the apparatus and the society, and the speed in the decision-making process related to the interests of the society is considered good by the society. Respondents/society opinions on the leadership role of the village head were highly



responded to so that the village head in Pasirmuncang Village had applied the principles of leadership well. However, three indicators need to be improved, including the role model of the village head, the delivery of the vision and mission to the society both verbally and in writing, and the closeness of the village head to the population is still considered not to have played a leading role. The performance of the apparatus studied from the dimensions of quality, quantity, implementation of duties, and responsibilities was found to be mostly in the high category with an average value of 4.14. This finding indicates that village government officials have shown their performance in providing services to the society is considered good. Judging from the results of the analysis of people's opinions regarding their perceptions of the performance of the apparatus, it is considered high, especially those related to the completion of work. However, some indicators still need to be improved, especially those related to timely service delivery, which is still considered not optimal, so there are still delays in the service process provided by village government officials to the society.

Based on the results of the analysis of service quality based on the perceptions of respondents (society), it was found that the services provided by the Pasirmuncang Village government both directly and indirectly were assessed as good by the society, this was marked by an average value of 4.113 including in the high category. The high quality of service is dominated by the expertise of the village apparatus in providing administrative services to the society; besides, the high quality of service is also influenced by the ability of the officers to provide services following standard operating procedures applicable in the village government organization. However, the respondents complained that delays in providing services were still an obstacle because there were still many, and this became a priority for the society in all matters relating to the society interests. Therefore, the priority in improving quality services is government officials' discipline to understand better the importance of timely services provided by village government officials to the society.

Based on the results of the analysis of society satisfaction through public perceptions of various types of services provided by village government officials in meeting the needs and interests of the society, good results were obtained. This can be seen from the average value of the society satisfaction variable of 4.22, which is included in the good to very good category. This finding indicates that the performance of the village government in the service aspect has shown good performance; however, in improving the performance of the village government, several things need to be improved in their role in achieving better society satisfaction. Several factors need to be improved, including the competence of the apparatus that needs to be improved to improve the intellectual abilities of the village government apparatus in dealing with the development of science and technology, especially in mastering online-based information systems.

The findings of the verification research show that the variables of village head leadership and government apparatus performance have a positive and significant effect on service quality, either partially or simultaneously. The total simultaneous effect of the two independent variables is 15.1%, with an F-count value of 73,664 and a sig value. of 0.000. This value is declared significant because the value of sig. of 0.000 is smaller than the value of 0.005 so that the hypothesis test is declared to be accepted simultaneously. Likewise, the partial test shows that the leadership of the village head has a direct influence on service quality of 2.99% and an indirect effect of 0.75%, so that the total, partial influence of the village head leadership variable is 3.74%. The findings of this study are in line with previous research conducted by (Shafiu et al., 2019) their research shows that the leadership aspect has a fairly central role in all areas of the organization. While the value of the influence given by the performance of the apparatus on the quality of service

partially is 10.63% and the indirect effect of the performance of the apparatus on the quality of service is 0.75% so that the total, partial effect of the performance of the apparatus on the quality of service is 11.38. %.

These findings are in line with research conducted (Muslim & Nasution, 2014) that tested the performance variables of village officials in the administration of village government which included service elements. The results of this study prove that the performance of the apparatus is very important in improving government administration, including bureaucratic services in it. While the study results (Siti Kurniati Ruslan, 2018) (Siti Kurniati Ruslan, 2018) in his research show that the society will give a positive perception of the village government apparatus if they show their performance, especially those related to the interests of the society. Another finding in this study is to prove empirically that the service quality variable has a significant impact on providing satisfaction to the society. The magnitude of the influence of service quality on society satisfaction is 19.54%, and other variables outside the study influence the remaining 80.4%. This result is in line with research conducted by (Susila, 2010) that the service quality of the kelurahan office has a significant effect on society satisfaction as well as research conducted by (Musdalipa et al., 2017) that the quality of public services provided by the Parigi village office greatly determines satisfaction public.

## V. Conclusion

The results of the descriptive research on the leadership of the village head are in the high to very high category. However, some aspects have not been maximized, including the proximity to the society in maximizing services. The results of descriptive research on the performance of village officials are in the high to very high category. However, some aspects need to be improved, including employee discipline on timeliness in completing services. The results of descriptive research on service quality are in the high to very high category. However, aspects still need to be improved, including the order in the service process. The results of descriptive research on society satisfaction are in the high to very high category. However, there are still aspects that need to be improved, including certainty in the service process. The results of the verification research empirically prove that the village head's leadership and the apparatus's performance have a positive and significant effect on service quality. The leadership of the village head has a positive and partially significant effect on service quality. The performance of the village apparatus has a positive and significant partial effect on the quality of service. Service quality has a positive and significant effect partially on society satisfaction.

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