The Effect of Authentic Leadership of Service Quality in Education Quality Assurance Institution DKI Jakarta

Asep Kiki Marjuki, Eka Prihatin
Universitas Pendidikan Indonesia
Bandung, Indonesia
ekaprihatin@upi.edu

Abstract—**Authentic leadership in recent years developed in several countries is mainly applied in some educational institutions that aim to improve the quality and service quality of the organization, so this study purpose to examine the direct effect the authentic leadership of service quality in Education Quality Assurance Institution of DKI Jakarta. This research uses a quantitative approach, survey method and data analysis technique using product moment correlation analysis and simple linear regression. The survey was conducted on 30 respondent taken at random or purposive. The results of this study show the authentic leadership directly influence the quality services of the organization.**

Keywords—authentic leadership; service quality; quality assurance

I. INTRODUCTION

The quality of government agency services is considered low. Some conditions that led to an indication of the low quality of public services according to the views of society, among others: 1). It takes a long time to the community in the service affairs, 2). The existence of unscrupulous employees who are not friendly in providing services to the community [1].

One of the factors causing the low quality of agency services according is because the leadership of the head of the institution is not yet optimal. Leadership to date is believed to be an important factor influencing people's behavior, making the organization very popular, growing and advancing. However, not a few organizations that have been very advanced, gradually become dim or even dropped. There has never been a good organization led by a bad leader, a bad organization led by a good leader, an organization that fails to turn into a success, and a successful organization suddenly declines in quality, ups or downs of the quality of the organization depends greatly on the quality of its leader [2].

In the public sectors, leadership is known to play a critical role in causing changes necessary for effective management. Leaders have the ability to transform organizations through their vision for the future, and by clarifying their vision, they can empower the employees to take responsibility for achieving that vision [3].

Authentic Leadership is a type of leadership that requires leaders to act authentically. Authentic leadership is a leader who must be honest with himself. That is, it has the journey between behaviors with belief. Authentic leaders are consistent people and show only thoughts, attitudes, and actions. Developing authentic leadership in organizations that teach value systems and in situations where turbulence becomes very prominent. Spirituality and spiritual identity are at the core of authentic leadership [4].

According Hoch, et al. Authentic leaders are described as high on moral character and those who are "deeply aware of how they think and behave and are perceived by others as being aware of their own and others' values/moral perspectives, knowledge, and strengths" [5].

The ultimate goal of ensuring the quality of education is the high intelligence of human life and the nation as inspired by the Preamble of the 1945 Constitution of the State of the Republic of Indonesia. The high intelligence of human life and the nation refers to the comprehensive and balanced quality of human life and the nation of Indonesia which includes at least: (a) the quality of faith, piety, morality, character, and personality; (b). Intellectual, aesthetic, psychomotor, kinesthetic, vocational, and other humanitarian competencies. Of the many factors affecting the low quality of agency services, this study is limited only to authentic leadership influences of service quality in Education Quality Assurance Institution in Indonesia known as *Lembaga Penjaminan Mutu Pendidikan* (LPMP). The purpose of this study is to determine the effect of authentic leadership of the quality services. The results of this study are expected to increase the repertoire of knowledge associated with improving the quality of service institutions, so that can be used as the basis of policy makers in an effort to improve the quality of service to a better direction. This research is also expected to contribute positively to the development of management education especially related to the management of employees. Employees may use the results of this study to reflect on their views on employment as civil servants. Similarly, this study may provide input to LPMP heads on the factors to be considered in order to improve the quality of agency services.

Quality of Service is the definition of quality according to some experts as suggested by Sallis states that "Quality is a philosophy and methodology that helps institutions to plan change and set the agenda in the face of excessive external pressures" [6]. According to Zeithaml et al. "Service quality assessment focuses specifically on dimensions of service [7]. Based on this view, perceived service quality is a component of customer satisfaction. Graphically illustrates the distinctions between the two concepts".

Although they have certain things in common, satisfaction is generally seen as a broader concept, while the assessment of service quality focuses on the service dimension. Based on this view, perceived service quality is a component of customer satisfaction.

From the description above theory can be synthesized Quality of Service is the services provided to meet the needs of stakeholder, with indicators; Focus on customers, make continuous improvement, treat customers as partners, meet the service performance measure.

A. Authentic Leadership

Yukl defines: "Leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" [8].

Based on the description of the definition of leadership above, it appears that the key element of leadership is the influence that a person has and in turn due to that influence for people who want to be influenced. An important role in leadership is the efforts of someone who plays a role as a leader to influence others in a particular organization/institution to achieve the goal.

While the authentic term shows how honest and sincere a person is to himself and to others. Leadership is loaded with trustworthiness. A trustworthy leader is one who dares to be himself [2].

The study by Bill George, a professor at Harvard, found that authentic leadership should be developed by each candidate based on his or her own life. The results of a study published in True North: Discover Your Authentic Leadership (jossey-bass) in March showed that one's leadership develops in line with the events he experiences in life [2].

Theories about authentic leadership have emerged over the past few years, emerging from the intersection of leadership, ethics, and positive behavior of the organization and science / scholarly literature. As conceptualized in the field of psychology, authenticity can be defined as having one's personal experience, being thought, emotion, need, choice, or belief, a process captured from the command to know oneself and behave as a true person [9].

Ilies et al. presents four components of the Authentic Leadership model: self-awareness, unbiased processing, authentic behavior, and the introduction of authentic relations (authentic relational orientation) [9].

Gardner, Avolio, Luthans, May, and Walumbwa try to combine perspectives and definitions of this diverse authentic

leadership and propose self-authentic leadership models and follower development. Model Gardner, Avolio, Luthans, et al. focuses on self-awareness and self-regulation as a core component of authentic leadership [9].

Authentic Leadership states that authentic leadership can be measured using six aspects of the combined analysis of theory from George, Kernis, and Avolio, namely self-awareness/heart, purpose, values/ethical/moral, relationships, Self-discipline/authentic behavior/action, and transparency [2].

II. RESEARCH HYPOTHESIS

The hypothesis proposed in this study are:

H_0: There is no positive and significant relationship between Authentic Leadership on Service Quality.

H_1: There is a positive and significant relationship between Authentic Leadership towards Service Quality.

The hypothetical model of his research can be seen in the following figure.

Fig. 1. Hypothetical research model.

Information:

X: Authentic Leadership

Y: Quality of Service

III. RESEARCH METHOD

This study aims to examine the direct effect of authentic leadership on service quality. Data collection was conducted from April until May 2017 at LPMP of DKI Jakarta. Data were collected through a questionnaire with five alternative answers. The sample of this research is 30 respondent at simple random. This research uses a quantitative approach, survey method and data analysis technique using product moment correlation analysis and simple linear regression.

Data were collected through a questionnaire tool with five alternative answers using a Likert scale. Authentic Leadership variable instruments use indicators: self-awareness/heart, purpose, values/ ethical/moral, relationships, self-discipline/authentic behavior/action, and transparency. While the Service Quality Instrument includes indicators: customer focus, continuous improvement, treating customers as partners, meeting service performance measures. The substance of the study was conducted with respect to respondents' perceptions of individual capacity, organizational capacity, and leadership.

To test the research hypothesis, used correlation and regression analysis techniques. Requirements required for the use of the analysis are: (1) samples taken at random and minimum sample size met, (2) Y independent and normally distributed, (3) homogeneous data group variance. From these requirements, the first requirement has been met, because the sample was taken by simple random (Multiple Stage Random Sampling) with sample size of 30 respondent.

Data collection in this study using questionnaire, then the seriousness of respondents in answering these statements are expected, Therefore, in order for the measuring tool is valid and reliable it is necessary to test the validity and test of reliability using SPSS version 20 software.

In testing the validity used Bivariate Pearson, this analysis correlates each item score with a total score. The total score is the sum of all items. The question items that correlate significantly with the total score indicate the items are capable of providing support in expressing what they want to disclose [10].

The test criteria are as follows:

- If r calculate > r table (2 tailed test with sig .0,05) then the instrument or question items are significantly correlated to the total score (declared valid).

- If r calculate < r table (2 tailed test with sig 0.05) or negative count r, the question instrument or items are not significantly correlated to the total score (otherwise invalid).

To measure the extent to which a measurement can be counted or how consistent an instrument measures the existing concepts it needs to be tested for reliability.

Reliability level of correlation coefficient is done by comparing the value of coefficient of count (r_{cal}) compared with rtable (r_t) at 5% significance level. The test app will be done using SPSS version 20.

Questionnaires have been tested by calculating the validity of using Pearson's Product Moment and reliability testing using the Cronbach Alpha formula. For the Authentic Leadership variable, 10 valid items with alpha cronbach coefficient of 0.97; And the Quality of Service variable with 10 valid items with alpha cronbach coefficient 0.94. Hypothesis testing is done by using significance level $\alpha = 0.05$

IV. RESULTS AND DISCUSSION

The hypothesis proposed in this study is that there is a positive relationship of Authentic Leadership (X) with Quality of Service (Y). The strength of Authentic Leadership relationship with Service Quality is shown by product moment correlation coefficient of r = 0.385 and significance test of correlation coefficient with t test is obtained $t_{count} = 2,207$. T_{table} value with dk = 29 and significant level $\alpha = 0,05$ obtained value equal to 0,6991. Because $t_{count} = 2.207 > t_{table} = 0.6991$ can be concluded that H0 is rejected, in other words H1 accepted. This finding concludes that there is a positive relationship between Authentic Leadership and Quality of Service. In other words, the better the Authentic Leadership the better the Quality of Service, as illustrated as shown below table simple regression analysis for authentic leadership to quality of service.

TABLE I.   SIMPLE REGRESSION ANALYSIS FOR AUTHENTIC LEADERSHIP TO QUALITY OF SERVICE

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.844	4.263		7.001	.000
	Quality Service	.225	.102	.385	2.207	.036
Dependent Variable: Authentic Leadership						

From the result of simple regression analysis for Authentic Leadership variable (X) with Quality of Service variable (Y) obtained regression coefficient b = 0.36 and constant a = 29,759. Thus the form of the relationship between these two variables can be described by the equation $\hat{Y} = 29.759 + 0.36X$. Before the calculation results are used for prediction, the regression equation must meet the requirements of significance and linearity. To determine the significance and linearity regression equation F test that results can be seen in the following table:

TABLE II.   ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.759	1	29.759	4.872	.036[a]
	Residual	171.041	28	6.109		
	Total	200.800	29			

[a.] Predictors: (Constant), Quality Services

[b.] Dependent Variable: Authentic Leadership

The significance of Y over X as in the above table, obtained Fcount price of 4,872 while Ftable with dk numerator 1 and dk denominator 29 at significant level $\alpha = 0.05$ of 2,89. Because the price of Fcount > Ftable or Fh = 4.872 > Ft = 2.89, it can be concluded that the regression coefficient of Y over X is very significant.

Therefore the regression equation $\hat{Y} = 29,759 + 0,36X$, can be used to predict the relationship of the dependent variable Y by using the independent variable X. This equation means that every increase of 1 unit of X, will be followed by a Y increment of 0,36 at a constant of 29,759. The relationship between Authentic Leadership and Service Quality in the regression equation $\hat{Y} = 29,759 + 0,36X$.

From the above results can be determined that the findings of this study relevant to the theory put forward by some experts. Avolio and Walumbwa state that Self Awareness will improve the quality of service. According to Avolio, et al. Vision stimulates thinking to be aware of leadership positions [9]. Vision reminds the role of LPMP heads to be able to lead institutions with access to the outside world to introduce and

socialize their organizational advantages and visions which further imply the progress of the organization from the outcomes of negotiations that can end in mutually pleasing mutual pleasing morally and materially.

Leaders who understand and want to realize the vision have a high awareness to be in a patient heart. As a person who has a high awareness of the meaning of himself as a leader, then the head of LPMP should be able to guide employees and staff and give a sense of trust in the ability of teachers and other staff. Leaders with this awareness are always encouraging, helping them learn and grow, build confidence, reward success, respect and teach how to improve their ability to achieve a constant vision.

Leadership capacity is the most important aspect of improving the quality of the institution. In leaders who have an authentic capacity to lead can make progress and develop. Leadership capacity as proposed by Djam'an Satori, et al. for the eligible quality improvement to be established as an institutional capacity building effort by building five-star leadership towers through 4 CS (Casing, Communicating, Competencies, Contribution, and Sample) [11].

The substance of this concept is relevant to what research results George [4], Avolio, Gardner, & Walumbwa [9] and Komariah [2] demonstrate the authentic leadership for the organization that is built on 5 pillars: purpose/vision, values, self-discipline, Relationship, and heart/self awareness. The results of this study provide input that authentic leadership gives a positive and significant impact on service quality in LPMP DKI Jakarta Province.

V. CONCLUSION

Based on research findings that have been discussed, it can be concluded that the type of authentic leadership has a positive and significant impact on service quality in LPMP

DKI Jakarta Province. This means that the type of authentic leadership can be further developed in the LPMP of DKI Jakarta.

REFERENCES

[1] W.S. Mira and M. Margaretha, "Pengaruh Servant Leadership Terhadap Komitmen Organisasi Dan Organizational Citizenship Behavior," Jurnal Manajemen, vol. 11, no. (2), pp. 99–116, 2012.

[2] A. Komariah, "Authentic Leadership Kepala Sekolah Dalam Menentukan Nilai," Administrasi Pendidikan, vol. 8, no. (229), pp. 194–200, 2014.

[3] H. Kim, "Transformational Leadership, Organizational Clan Culture, Organizational Affective Commitment, and Organizational Citizenship Behavior: A Case of South Korea's Public Sector," Public Organization Review, vol. 14, no. (3), pp. 397–417, 2014.

[4] B. George, "Authentic leadership: rediscovering the secrets to creating lasting value," Journal of the American College of Radiology: JACR, vol. 11, no. (5), pp. 1–241, 2014.

[5] J.E. Hoch, W.H. Bommer, J.H. Dulebohn, and D. Wu, "Do Ethical, Authentic, and Servant Leadership Explain Variance Above and Beyond Transformational Leadership?" A Meta-Analysis. Journal of Management, vol. 20, no. (10), 2016.

[6] E. Sallis, Total Quality Management In Education. Yogyakarta: Ircisod, 2012.

[7] V.A. Zeithaml, M.J. Bitner, and D. Dremler, Services Marketing, international edition. New York, NY and London: McGraw Hill, 1996.

[8] G.A. Yukl, Leadership In Organization. New York: Prentice-Hall Inc., 2010.

[9] F.O. Walumbwa, B.J. Avolio, W.L. Gardner, T.S. Wernsing, and S.J. Peterson, "Authentic Leadership: Development and Validation of a Theory-Based Measure," Journal of Management, vol. 34, no. (1), pp. 89–126, 2008.

[10] Sugiyono, Metode Penilitian Bisnis. Bandung: Alfabeta, 2012.

[11] D. Satori, dkk., "Model Pengembangan Kapasitas Manajemen Sekolah (School Capacity Building) Untuk Meningkatkan Mutu Pendidikan," Jurnal Administrasi Pendidikan UPI, vol. 7, no. (1), pp. 191, 2013.