



THE INFLUENCE OF LEADERSHIP STYLE AND SERVICE QUALITY ON PUBLIC SATISFACTION IN KELURAHAN PONDOK JAGUNG, SERPONG UTARA, TANGERANG SELATAN

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ABSTRACT

This study aims to determine the effect of leadership style and service quality on public satisfaction in Pondok Jagung Village. This research is motivated by the importance of leadership and quality public services in creating public satisfaction as indicators of successful governance at the village level. The method used was a quantitative survey approach. The sample in this study consisted of residents who received direct services from the village, selected purposively. Data collection was conducted through a closed-ended questionnaire with a Likert scale, which was then analyzed using multiple linear regression.

The analysis results indicate that leadership style has a positive and significant effect on public satisfaction, contributing 31.4%. Service quality also has a positive and significant effect on public satisfaction, contributing 30.6%. Simultaneously, leadership style and service quality significantly influence public satisfaction, with a coefficient of determination (R^2) of 42.2%, meaning that the two independent variables explain 42.2% of the variation in public satisfaction. These findings emphasize the importance of improving leadership style and enhancing the quality of public services in building public trust and satisfaction.

Keywords: *leadership style, service quality, community satisfaction, sub-district, public service*

I. INTRODUCTION

A. Research Background

Public service is a key indicator of successful governance, particularly at the sub-district level, which serves as the frontline in providing direct services to the public. In the context of regional government increasingly emphasizing the principles of good governance, the quality of service and the leadership style of government officials are crucial. Sub-districts, as the lowest level of government, bear a significant responsibility for ensuring prompt, transparent, accountable, and community-oriented services. A crucial aspect of achieving effective service is the role of the sub-district head (lurah) as a regional leader, who must not only perform administrative duties but also be able to lead, nurture, and direct officials and serve the community with a humanistic and participatory approach.

Pondok Jagung Sub-district in North Serpong District, South Tangerang

City, is an area with relatively high population growth and social dynamics. With an area of 2.09 km² and a population of 20,241 as of mid-2022, Pondok Jagung Village has a dense population structure, consisting of 66 neighborhood units (RT) and 18 neighborhood units (RW), and more than 2,500 families. Population growth and the increasing need for social and administrative services demand increasingly responsive and high-quality public services. The Pondok Jagung Village government, under the leadership of Village Head Suparman, has demonstrated a number of positive efforts, such as encouraging active community participation in the Regional Development Planning Forum (Musrenbang) and allocating a development budget of IDR 1.9 billion for infrastructure, education, health, and community empowerment. Furthermore, the village also won a city-wide cleanliness and decoration competition during the 15th anniversary of South Tangerang, demonstrating collaboration between village officials and residents.

However, despite these achievements, several challenges remain for the community, both in terms of service quality and leadership. Observations and various public complaints indicate that services in Pondok Jagung Village are not yet fully consistent and equitable. Several residents complained about the unfriendly attitude of officers, the lack of certainty about service times, and the frequent turnover of officers within a single service process. This has led to public dissatisfaction with public services. Furthermore, the issue of neighborhood road infrastructure has not been optimally addressed, with an estimated 76–100% of neighborhood unit roads remaining in poor condition and approximately 25–50% of residents still lacking access to safe drinking water. This indicates that public service challenges in this sub-district remain significant.

Furthermore, the leadership style of the village head, as a central figure in the village organization, has a significant impact on employee performance and service quality. A leader who is able to implement a participatory, transformational, or democratic leadership style tends to build positive teamwork, improve discipline, and strengthen communication between officials and the community. Unfortunately, there is little research specifically examining how the village head's leadership style directly affects service quality and community satisfaction in urban areas, particularly in South Tangerang. This creates a research gap that requires further investigation. To date, many studies on public services have focused more on the infrastructure and facilities or bureaucratic systems, but have not yet deeply linked the leadership style of village heads, the quality of service perceived by the public, and its impact on the level of citizen satisfaction. Therefore, this study aims to answer a fundamental question: to what extent do village heads' leadership styles and service quality influence the level of community satisfaction in Pondok Jagung Village? By bringing this issue into scientific study, it is hoped that a comprehensive understanding of the role of leadership style and service quality in shaping public perceptions and satisfaction with government officials at the village level will be obtained. The findings of this study are expected to form the basis for formulating strategies to improve public services and strengthen leadership at the local government level, particularly in urban areas such as South Tangerang.

Based on the above description, it is clear that the village head's leadership style and the quality of public services play a significant role in shaping public satisfaction, particularly in the Pondok Jagung Village, North Serpong, South Tangerang. The persistence of service issues, coupled with the lack of studies that specifically examine the relationship between leadership and public services at the village level, are strong reasons for further research. Therefore, the author is interested in compiling a study entitled: "The Influence of Village Head's Leadership Style and Service Quality on Public Satisfaction in Pondok Jagung Village, North Serpong, South Tangerang."

B. Research Formulation

1. Does the village head's leadership style influence community satisfaction in Pondok Jagung Village?
2. Does service quality influence community satisfaction in Pondok Jagung Village?
3. Do the village head's leadership style and service quality simultaneously influence community satisfaction in Pondok Jagung Village?

C. Research Objectives

1. To determine the influence of village head leadership style on community satisfaction.
2. To determine the influence of service quality on community satisfaction.
3. To determine the simultaneous influence of village head leadership style and service quality on community satisfaction in Pondok Jagung Village, North Serpong, South Tangerang.

II. LITERATURE REVIEW

A. Leadership Style

Leadership is a form of strategy or theory of leadership that is certainly carried out by people we usually call leaders (Ridwan, 2024). A leader is someone with leadership authority who directs their subordinates to carry out part of their work in order to achieve goals.

Lead, which is a process to motivate individuals or groups within an employment relationship activity (task-related activities) so that they can work freely (voluntarily) and harmony in achieving corporate object(Ramdhan et al., 2023).

Based on the opinions of these experts, it can be concluded that leadership style is a set of behavioral patterns and strategic approaches used by leaders to guide, direct, and influence their subordinates toward achieving goals. This style is highly contextual and can change depending on the organizational situation, team characteristics, and public service needs, particularly in the sub-district government environment.

B. Quality of Service

Service quality is the primary benchmark for assessing the effectiveness of a service, both in the private and public sectors. Zeithaml, Bitner, and Gremler (2019) state that service quality is a customer's overall evaluation of service excellence, shaped by the difference between expectations and perceptions of the service received. In a similar context, Tjiptono & Diana, (2022) explains that service quality reflects an organization's ability to meet

customer needs and expectations procedurally, accurately, quickly, and empathetically.

Furthermore Rhee & Rha, (2009) stated that in public services, service quality is measured not only by accessibility and timeliness, but also by fairness and the empathy and responsiveness of officers towards the public.

Based on these various perspectives, it can be concluded that service quality is a combination of the dimensions of service outcomes and processes, which are assessed by the extent to which the service meets or exceeds user expectations.

C. Implementation of SQ3R in Learning

Wong et al., (2020) stated that public satisfaction reflects the government's success in providing responsive, transparent, and fair services, while also being oriented toward citizen needs.

Harris et al., (2022) added that satisfaction is a subjective assessment of public services, which is heavily influenced by the speed of service, the attitude of staff, the clarity of procedures, and perceived ease of use. Meanwhile, Ali and Anwar (2023) emphasized the importance of empathy, fairness, and accessibility in shaping public satisfaction with public services.

Based on these expert perspectives, it can be concluded that public satisfaction depends not only on the final outcome of the service, but also on the quality of the service process and the extent to which the service meets citizens' expectations and needs in a humane and professional manner.

III. RESEARCH METHODOLOGY

A. Research Types

This research uses a quantitative approach with an associative-explanatory approach. According to Ramdhan (2021), a quantitative approach is characterized by a structured data collection process, the use of standardized research instruments, and statistical-based data analysis to objectively test hypotheses. This approach is suitable for measuring relationships between variables and assessing the influence of an independent variable on a dependent variable. Meanwhile, the type of research used is explanatory research. This type aims to explain the causal relationship between two or more variables, either partially or simultaneously.

B. Population and Sample

The population in this study was all residents of Pondok Jagung Village, North Serpong District, South Tangerang City, who had received public services from the village office within the past six months. The sample was a subset of the population deemed representative of the overall population. The sample size was determined using the Slovin formula, with a margin of error of 10% to obtain representative results.

However, to simplify the data collection process and considering time and resource constraints, the researcher purposively selected a sample size of 100 respondents. This number was deemed sufficient for quantitative analysis and met the minimum requirements for multiple linear regression testing.

C. Location and Subject

This research will be conducted in Pondok Jagung Village, located in the administrative area of North Serpong District, South Tangerang City, Banten

Province. This village was chosen as the research location because it is one of the areas with high public service dynamics and a diverse population in terms of social, economic, and administrative service needs.

The research is planned to take place from July to August 2025, covering the preparation phase, data collection (observation, questionnaire distribution, and interviews), data analysis, and final report preparation.

IV. RESEARCH RESULT

A. Hypotesis Test

1. The Influence of Leadership Style on Community Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686 ^a	.471	.465	2.241

a. Predictors: (Constant), GAYA_KEPEMIMPINAN

b. Dependent Variable: KEPUASAN_MASYARAKAT

There is a fairly strong and positive relationship between leadership style and public satisfaction. Since the R value is between 0.60 and 0.79, the relationship is considered strong. Since the value is positive, it means that the better the leadership style, the higher the public satisfaction rate.

Based on Table 4.11, the R Square value of 0.471 indicates that leadership style has a 47.1% influence on public satisfaction, while the remaining 52.9% is influenced by factors other than leadership style that were not examined in this model. Thus, leadership style has a significant influence on public satisfaction.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.137	3.515		2.600	.011
	GAYA_KEPEMIMPINAN	.782	.084	.686	9.332	.000

a. Dependent Variable: KEPUASAN_MASYARAKAT

Based on the results of the regression analysis, the calculated t-value was 9.332, while the table t-value was 1.985 at a significance level of 5% (0.05). Because the calculated t-value is greater than the table t-value (9.332 > 1.985), it can be concluded that leadership style has a significant effect on public satisfaction.

Furthermore, the significance value (Sig.) is 0.000, which is significantly lower than the 0.05 significance limit. This strengthens the conclusion that the effect is statistically significant.

Thus, overall, it can be concluded that changes in leadership style will have a significant impact on public satisfaction. Good and effective leadership significantly contributes to increasing public satisfaction with the services or policies provided.

2. The Influence Of Service Quality On Public Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.548	2.060

a. Predictors: (Constant), KUALITAS_PELAYANAN

b. Dependent Variable: KEPUASAN_MASYARAKAT

There is a strong and positive relationship between service quality and public satisfaction. Since the R value is between 0.70 and 0.89, this relationship is considered strong. A positive sign indicates that better service quality leads to higher public satisfaction.

The table shows that the R Square value of 0.552 indicates that service quality contributes 55.2% to public satisfaction, while the remaining 44.8% is influenced by factors outside of service quality not examined in this model. This indicates that service quality has a significant impact on public satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.255	2.701		4.537	.000
KUALITAS_PELAYANAN	.701	.064	.743	10.996	.000

a. Dependent Variable: KEPUASAN_MASYARAKAT

The analysis results show that the calculated t-value is 10.996, while the table t-value is 1.985 at a significance level of 5% (0.05). Because the calculated t-value is significantly greater than the table t-value ($10.996 > 1.985$), it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted.

Thus, the service quality variable is proven to have a significant effect on customer satisfaction. This means that the better the quality of service provided, the more customer satisfaction will significantly increase.

Furthermore, if the significance value (Sig.) of this t-test is 0.000, this further strengthens the conclusion. Since the sig. value is < 0.05 , the effect found is not due to chance but is truly statistically significant.

3. The Influence Of Leadership Style and Service Quality On Public Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.623	1.882

a. Predictors: (Constant), KUALITAS_PELAYANAN, GAYA_KEPEMIMPINAN

b. Dependent Variable: KEPUASAN_MASYARAKAT

There is a strong and positive relationship between service quality and leadership style on customer satisfaction. Because the R value is in the range of 0.70–0.89, this relationship can be categorized as strong. The positive sign indicates that the better the service quality and leadership style, the higher the customer satisfaction.

The table shows that the R Square value of 0.630 indicates that leadership style and service quality together influence customer satisfaction by 63%, while the remaining 37% is influenced by other factors not examined in this model.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	585.815	2	292.908	82.715	.000 ^b
Residual	343.495	97	3.541		
Total	929.310	99			

a. Dependent Variable: KEPUASAN_MASYARAKAT

b. Predictors: (Constant), KUALITAS_PELAYANAN, GAYA_KEPEMIMPINAN

Based on the results of the F test in the ANOVA table, the calculated F value was 82.715 with a significance value of 0.000. This significance value is smaller than 0.05, thus indicating that the regression model consisting of leadership style and service quality variables simultaneously has a significant effect on the customer satisfaction variable. When compared with the F table value of 3.09 ($df_1 = 2$, $df_2 = 97$, $\alpha = 0.05$), the calculated F (82.715) is much greater than the F table (3.09). Thus, it can be concluded that the alternative hypothesis is accepted, meaning that the leadership style and service quality variables together have a real and significant effect on job satisfaction.

B. Discussion

1. The Influence Leadership Style on Public Satisfaction

Based on the results of a simple regression test between leadership style (X1) and public satisfaction (Y), the coefficient of determination (R Square) was 0.471. This means that 47.1% of the variation in public satisfaction can be explained by leadership style, while the remaining 52.9% is influenced by other factors not examined in this model. The R value of 0.686 indicates a strong relationship between leadership style and public satisfaction. This is supported by the results of the regression coefficient test, where the significance value (Sig.) was $0.000 < 0.05$, thus concluding that leadership style significantly influences public satisfaction.

The regression coefficient of 0.782 indicates that each one-unit increase in leadership style will increase public satisfaction by 0.782 units, assuming other variables are held constant. The calculated t-value of 9.332, which far exceeds the t-table value, and the very small significance value (0.000), further confirms that leadership style has a significant and positive influence on public satisfaction.

These findings align with the theory proposed by Robbins and Judge (2020), which states that an effective leadership style can create harmonious relationships with organizational members and the community, thereby

increasing their satisfaction. Furthermore, research by Nugroho and Pratiwi (2022) shows that participatory and transformational leadership styles have a positive impact on public satisfaction in the public service sector. Meanwhile, a study by Santoso and Lestari (2023) revealed that a communicative and adaptive leadership style can increase public trust and satisfaction in government services at the village level.

Thus, the results of this study not only reinforce previous theories and findings but also provide empirical evidence that improving leadership quality is crucial for increasing public satisfaction, particularly in public service settings such as villages. Therefore, improving the leadership capacity and competence of village officials needs to be a priority in efforts to reform public services to be more responsive and participatory.

2. The Influence Quality of Service on Public Satisfaction

Based on the results of a simple regression analysis between the service quality variable (X2) and public satisfaction (Y), the coefficient of determination (R Square) was 0.552. This indicates that 55.2% of the variation in public satisfaction can be explained by the service quality variable, while the remaining 44.8% is explained by factors outside the model. The R value of 0.743 reflects a very strong relationship between service quality and public satisfaction.

The regression coefficient of 0.701 indicates that every one-unit increase in service quality will increase public satisfaction by 0.701 units. The t-value of 10.996 with a significance level of 0.000 (<0.05) indicates that the effect of service quality on public satisfaction is very significant. This means that the better the quality of service provided by the sub-district, the higher the level of public satisfaction.

These results align with the theory of Zeithaml, Parasuraman, and Berry (2020), which states that service quality is influenced by five main dimensions: reliability, responsiveness, assurance, empathy, and tangibles, all of which contribute to customer or public satisfaction. Research conducted by Wulandari and Hidayat (2022) also shows that public service quality has a significant positive relationship with public satisfaction levels in local government. This finding is further supported by a study by Ramadhani and Fitria (2023), which found that fast, accurate, and friendly service directly contributes to increased public satisfaction in the public administrative services sector.

Thus, this study provides empirical evidence that good service quality is key to building public trust and satisfaction. Therefore, improving the competence of civil servants, providing adequate infrastructure, and demonstrating a responsive and empathetic attitude from service personnel are crucial aspects of public service bureaucratic reform.

3. The Influence of Leadership Style and Service Quality on Public Satisfaction

Based on the results of a multiple regression analysis between leadership style (X1) and service quality (X2) on public satisfaction (Y), the coefficient of determination (R Square) was 0.630. This means that 63% of the variation in public satisfaction can be explained by the combination of these two independent variables, while the remaining 37% is influenced by

other factors not included in this model. The F value of 82.715 with a significance level of 0.000 (<0.05) indicates that the regression model used is simultaneously significant. In other words, leadership style and service quality together have a significant effect on public satisfaction.

Judging from the partial regression coefficient table, service quality (X2) has the most dominant influence on public satisfaction, with a regression coefficient value of 0.486 and a significance level of 0.000. This means that every one-unit increase in service quality will increase public satisfaction by 0.486 units, assuming other variables remain constant. Meanwhile, leadership style (X1) also significantly influenced public satisfaction, with a coefficient value of 0.411 and a significance level of 0.000. This indicates that good leadership style and high service quality both play a crucial role in shaping public satisfaction.

This finding aligns with the public service theory by Osborne and Gaebler (2021), which emphasizes the importance of collaborative leadership and service quality in creating public service user satisfaction. More specifically, this finding aligns with research by Lestari and Ardiansyah (2023), which found that a communicative, transformational leadership style and empowerment of officials significantly contributed to public satisfaction with urban village services. Furthermore, this finding corroborates a study by Pranata and Susanti (2022), which showed that service quality, including reliability, responsiveness, and empathy, significantly determines positive public perceptions of public institutions.

Thus, it can be concluded that public satisfaction with public services in Pondok Jagung urban village can be significantly improved by strengthening service quality and developing an effective leadership style. This finding has important implications for public policy, particularly in improving the public service system at the sub-district level, which requires increasing human resource competency and instilling a responsive and participatory work culture.

V. CLOSURE

A. Conclusion

1. Based on the results of a simple regression analysis, an R-square value of 0.471 was obtained, indicating that leadership style can explain 47.1% of the variation in public satisfaction. This indicates that the better the leadership style implemented, the higher the public satisfaction. Thus, leadership style has a fairly strong and significant influence on public satisfaction with public services in Pondok Jagung Village.
2. The regression results show an R-square value of 0.552, meaning that 55.2% of the variation in public satisfaction can be explained by service quality. This demonstrates that service quality contributes more than leadership style in shaping public satisfaction. Therefore, the higher the quality of service perceived by the public, the higher their level of satisfaction with the services provided by the sub-district.
3. In a multiple regression analysis, the R-square value of 0.630 indicates that leadership style and service quality simultaneously explain 63% of the

variation in public satisfaction. This demonstrates that the combination of these two variables significantly influences public satisfaction levels. Although service quality exerts a more dominant influence, leadership style remains a crucial factor that cannot be ignored in improving the quality of satisfactory public services.

B. Suggestion

Based on the research results and conclusions, the researcher offers the following recommendations:

1. For Village Officials

It is hoped that village officials will continue to improve the quality of public services, particularly in terms of punctuality, friendliness, and clarity of service procedures, to meet expectations and increase public satisfaction.

2. For Village Leaders or Heads

It is recommended to implement a more participatory and communicative leadership style, as well as provide role models and motivation to staff to create a positive work environment and optimal service.

3. For Local Governments

The results of this study can be used as a basis for designing training and capacity development for village officials in leadership and public service aspects.

4. For Future Researchers

It is recommended to add other variables that also have the potential to influence public satisfaction, such as transparency, accountability, citizen participation, or organizational culture, to achieve more comprehensive research results.

5. For Academics and Public Policy Practitioners

This study can serve as a reference in developing a public service model based on public satisfaction, while also encouraging the strengthening of the role of leadership in bureaucratic reform at the local level.

6. For the Community

The public is expected to actively provide feedback on the services they receive, both through formal complaint mechanisms and citizen communication forums, so that officials can continuously improve and adapt services to meet their needs.

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