



## Leadership strategy to improve service quality at the secretariat of the regional house of representatives of Asmat Regency

Matheus Metemko<sup>1</sup>, Cipi Syafruddin Abd Jabar<sup>1</sup>, Bobby Lauren Malau<sup>2</sup>

<sup>1</sup> Faculty of Educational Sciences and Psychology, Yogyakarta State University, Indonesia

<sup>2</sup> Department of Sport Science, Yogyakarta State University, Indonesia

### Abstract

Leadership Strategy to Improve Service Quality at the Secretariat of the Regional House of Representatives of Asmat Regency. Thesis. Yogyakarta: Faculty of Education and Psychology, Yogyakarta State University, 2024.

Research on Leadership Strategy to Improve Service Quality at the Secretariat of the Regional House of Representatives of Asmat Regency aims to find out: 1). To describe how the quality of service at the Secretariat of the Regional House of Representatives of Asmat Regency. 2). To identify what strategies the leadership applies in improving services at the Secretariat of the Regional People's Representative Council of Asmat Regency. 3). To find out the inhibiting factors for implementing strategies in improving services at the Secretariat of the Regional People's Representative Council of Asmat Regency. This research uses descriptive methods through a qualitative approach. The research location was DPRD Asmat Regency. The subjects of this research were employees in the Asmat Regency DPRD secretariat, leadership elements in the Asmat Regency DPRD secretariat. Data collection techniques use interviews, observation and documentation. Data analysis techniques using data collection, data reduction, data display and conclusion drawing. The research results show that: (1) The quality of service at the Asmat Regency DPRD secretariat shows good results. In general, employees provide transparent services by providing the information needed without being covered up. (2) The strategies used by leaders in improving services at the Asmat Regency DPRD secretariat include: a) guidance; b) clarity of instructions; c) openness; d) formulating goals, e) firm, humanist and fair; f) communication; g) subordinate involvement; h) rewards and punishments; and i) trust in employees. (3) Factors inhibiting the implementation of strategies in improving services at the Asmat Regency DPRD secretariat include: a) lack of responsiveness of employees in understanding instructions conveyed by the leadership; b) lack of available infrastructure; c) there are still employees who are not proficient in operating computers.

**Keywords:** Leadership strategy, service quality, secretariat of the regional house of representatives

### Introduction

Leadership is an interrelationship between a person's personality and his or her capacity to influence and inspire individuals or groups toward a particular goal or objectives. Terry (2021, p. 31) <sup>[29]</sup> defines leadership as the actions taken to exert influence on others in motivating them to collaborate toward the achievement of common goals.

Leadership strategy refers to a systematic approach used by a leader to influence and guide subordinates or human resources towards organizational goals. This is done with the aim of achieving these goals more effectively and efficiently. Human resources refer to individuals in a company who are involved in various activities. Human resources are unique because they have emotions, aspirations, skills, knowledge, motivation, influence, and productivity (efficiency, preferences, and goals). Each of these human resource capabilities has an impact on the organization's efforts to achieve its goals. An organization is a collection of individuals in a structured environment where managerial tasks are performed and common goals are achieved.

Human resource management in an institution includes three main components: leadership, staff and systems. The integration of these three factors is expected to create a conducive work environment so that both employees and leaders can carry out their duties optimally. This will ensure the successful achievement of service quality targets and the performance of the resources of the Asmat Regency Regional People's Representative Council Secretariat.

Based on initial observations, the service performance of the Asmat Regency DPRD Secretariat has not been optimal due to the lack of understanding of members about laws and regulations, the limited capacity of professional human resources who understand their duties and functions, the unavailability of regulation books as a form of service in order to support the smooth running of the duties of DPRD members, the unoptimal utilization of information technology facilities in assisting the performance of DPRD Secretariat services to the information needs of DPRD members, the implementation of service systems and procedures that are not optimal.

Annas *et al.* (2019, p. 78) in their research showed that to improve service performance, it is necessary to optimize organizational functions and increase the availability of facilities to support the knowledge and performance of members of an institution. In his findings, Sutanti (2016, p. 67) <sup>[28]</sup> outlines a strategy to improve the services of the DPRD secretariat by: placing employees according to their abilities or skills so that they are able to do work in accordance with the job description and main functions; Seeking to increase human resources tailored to employee needs to be more useful and able to support their activities, and optimally utilizing the available budget and planning future budget needs to overcome the lack of office facilities and infrastructure supporting service activities.

Details of the availability of Human Resources at the Secretariat of the Regional House of Representatives of

Asmat Regency based on the latest education can be detailed as follows:

**Table 1:** Data on State Civil Apparatus based on Last Education at the Secretariat of the Regional Representative Council of Asmat Regency

No	Last Education	Position	Sum
1.	Magister	Head of Section	1 person
		Head of Subdivision	1 person
2.	Undergraduate	Regional House of Representatives Secretary	1 person
		Head of Section	1 person
		Head of Subdivision	3 people
		Executive	9 people
3.	Diploma-3	Executive	1 person
4.	Senior High School	Executive	12 people
5.	Junior High School	Executive	2 people
Sum			31 people

Source: Asmat Regency DPRD Secretariat, 2023

Data on the State Civil Apparatus based on the latest education at the Secretariat of the Regional Representative Council of Asmat Regency is then elaborated through Education and Training (Diklat). This is done in an effort to support the implementation of the main tasks at the Secretariat of the Regional Representative Council of Asmat Regency.

**Table 2:** Data on State Civil Apparatus based on Leadership Education and Training (Diklat) at the Secretariat of the Regional Representative Council of Asmat Regency

No	Position	Echelon / Rank	Last Education	Training that has been attended
1.	Regional House Of Representatives Secretary	II.b	Undergraduate	PIM III
2.	Head of General Section	III.a	Magister	PIM IV
3.	Head of Local Government Policy Analysis Section	III.a	Undergraduate	PIM III dan IV
4.	Head of Section Trial	III.a	Undergraduate	PIM III dan IV
5.	Executive		Undergraduate	PIM IV
6.	Executive		Undergraduate	PIM IV

Research on leadership strategy is very important to overcome the problems faced during its implementation. For this reason, researchers are interested in taking the title *“Leadership Strategy to Improve Service Quality at the Secretariat of the Regional House of Representatives of Asmat Regency”*.

**Type of research**

This research uses a qualitative approach with phenomenology. Qualitative research is conducted because researchers want to explore phenomena that cannot be quantified which are descriptive in nature. Thus, qualitative research is not only an effort to describe data but the description is the result of valid data collection or through in-depth interviews, observation and documentation. Data collection tools or instruments used directly in the field (Moleong, 2017) <sup>[12]</sup>.

**Research sites**

**Location or place:** This research was conducted at the Asmat Regency Regional House of Representatives Secretariat office.

**Research time**

The implementation of the research was carried out in coordination with the Human Resources Section at the Secretariat of the Regional House of Representatives of Asmat Regency. The time allocated for this research was from February to March 2024.

**Data sources**

Qualitative research relies on data sources such as documentation, observation, and interviews with actors who are deliberately chosen to help researchers understand the problem (Sugiyono: 2020) <sup>[27]</sup> the types of data that will be obtained from data sources are 2, namely primary data and secondary data.

**Data collection instrument techniques**

Data collection methods involve techniques used by researchers to collect various information, data, and facts supporting research. In most cases, data collection methods are determined by the specific problem being investigated and the research methodology chosen.

For accurate data collection in interview research, observations, and documentation studies, it is important to use appropriate data collection methods and adhere to research standards. In collecting data at the Secretariat of the Regional House of Representatives of Asmat Regency

**Data analysis**

The data analysis technique used is interactive data analysis technique (Sugiyono, 2014: 91) <sup>[27]</sup> suggests that activities in qualitative data analysis are carried out interactively and take place continuously until completion, so that the data is saturated. The meaning of saturated data is that the data analyzed is accurate, there is no doubt about the truth. Data analysis is carried out during data collection and after data collection is completed within a predetermined time. Activities in data analysis are: 1) Data collection, 2) Data reduction, 3) Data reduction, 4) Conclusion Drawing.

**Data Analysis Results**

Leadership strategy data needs to be carried out starting from the Secretariat of the Regional House of Representatives of Asmat Regency. To improve the quality of the current data, the data obtained by researchers is as follows:

**a. How is Quality of Service at the Secretariat of the Regional House of Representatives of Asmat Regency?**

**Quality of Service at the Secretariat of the Regional House of Representatives of Asmat Regency**

The results showed that the services carried out by employees generally showed good results, although in some cases there was employee performance that was not optimal in carrying out tasks. This was expressed by KSB II: *“The performance of employees is generally high and satisfactory. There are some employees whose work commitment is low, their work is not satisfactory.”*

The totality of services performed by employees can be seen from the neat and excellent appearance when providing services. Employees can also provide explanations that are easily understood by others so that the service process can run effectively. This was expressed by KB II:

“The appearance of employees when carrying out work is quite excellent in carrying out services. The work performance of satisfactory employees such as at the time of service provides a brief and concise explanation but can be understood by others. While those that are not satisfactory when needed or needed are not in place or permission to leave the office does not provide information to the leadership or colleagues.”

In general, employees provide transparent services by providing the information needed without being covered up. Employees also explain in detail about the estimated completion of documents needed by the community so that there is clarity that can be used as a reference. This was expressed by KB I:

“employees in providing services to the community are very open by providing information, especially regarding the documents needed and the completion time. The only obstacle is if there are additional documents requested and those related to signatures (Interview/KB I).”

#### **b. What is the Leadership Strategies in Improving Services at the Secretariat of the Regional House of Representatives of Asmat Regency?**

##### **Leadership Strategies in Improving Services at the Secretariat of the Regional House of Representatives of Asmat Regency**

The results showed that there were several strategies implemented by leaders in improving services at the Asmat Regency DPRD secretariat. Leaders take part in providing guidance in improving services carried out by employees. Leadership involvement can be seen by providing an overview or example related to the tasks that must be carried out by employees. Each task and function of each employee is explained in detail so that it can be understood and applied properly. This was expressed by KSB III and KB I:

“Direct superior officials always provide an overview or examples of the explanation of the division of tasks and functions of each employee, both Echelon IV officials and implementers in detail, the aim is that we easily carry out and complete these tasks and functions (Interview / KSB III)”

“I myself as a leader who serves Echelon III try to explain in detail as possible about work problems to employees (implementers) in an interesting and sympathetic manner with the aim of always creating harmonization in completing work between leaders and employees.”

Every task or responsibility that must be carried out by employees is conveyed by the leadership in the form of instructions or orders conveyed directly in the form of oral or indirect or written dispositions. Employees can ask for clarity if the delivery is not understood. This was expressed by KSB III:

“Instructions or orders given from the leadership are clear in the form of direct orders (verbally) or indirectly (in writing in the form of dispositions). If the instructions or orders are unclear or not understood by subordinates, an opportunity is given to ask or communicate again with the leadership.”

Leaders provide a sense of security and comfort for employees by providing privacy in conveying their thoughts. This was expressed by KSB III:

“Yes. Leaders always provide opportunities or facilities for employees or subordinates to convey feelings and attention from the leadership. Where every employee communicates directly with the leader in the leader's office (Interview/KSB III).”

Various ways are done by leaders to improve employee performance, one of which is giving awards to employees who have good performance. The award given is in the form of a periodic salary increase. However, employees who are negligent and undisciplined in carrying out their duties receive sanctions in the form of salary cuts, so that there is no competition between employees but rather focus on efforts to improve themselves.

to improve their own quality. This was expressed by KB I:

“Leaders use rewards for employees who have high performance and work achievements, for example giving Periodic Salary Increases (KGB) while sanctions are given to employees who are not disciplined at work, for example cutting additional income based on attendance. This indirectly creates healthy competition between employees.”

Efforts to give awards made by the leadership were welcomed by employees. Employees realize that the awards received are in line with the performance carried out so that it indirectly encourages employees to continue to make improvements for better performance. This was expressed by PS VI:

“Most employees have understood that good work needs to be rewarded. It is given variously by the leaders. For low-class employees, the award is an economic gift, while for high-class employees it is given the meaning of self-actualization.”

In addition to receiving awards, employees who have good performance receive full trust by the leadership. Employees are given the authority to determine steps in carrying out work. The trust given by the leadership makes it easier for employees to carry out their duties, because they are given the space to determine the steps chosen. This was expressed by Ps IV:

“The leadership is very trusting of employees who have proven to work with high quality. Trust is given in the form of giving authority to determine steps in carrying out work.”

#### **c. What are the Inhibiting Factors in the Implementation of Strategies to Improve the Quality of Service of Employees of the Secretariat of the Regional House of Representatives of Asmat Regency?**

##### **Inhibiting Factors in the Implementation of Strategies to Improve the Quality of Service of Employees of the Secretariat of the Regional House of Representatives of Asmat Regency**

The results showed that there were several factors inhibiting the implementation of strategies to improve the quality of service of employees of the Asmat Regency DPRD secretariat. Employees are less responsive in understanding the goals and objectives given by the leadership, so that some services do not run as expected. This was expressed by Ps V:

“the lack of responsiveness of employees in translating the goals and objectives of the leader in providing services so that it has an impact on the desired results.”

In addition, the implementation of the strategy also requires adequate facilities and infrastructure to support the performance of employees. The provision of facilities and infrastructure must be in line with an adequate budget to fulfill the facilities needed. This was expressed by KP I:

“In improving service performance, it needs to be supported by adequate office equipment and equipment, one of which is an information technology system. These equipment and supplies can be available if supported by sufficient budget resources.”

One of the facilities needed is technology-based equipment. The lack of availability of technology-based equipment has an impact on services that are less effective and efficient. Some work such as the provision of documents is slightly hampered, so it takes time to complete. This was expressed by Ps III and KB I:

“One of the problems faced by employees in terms of service because equipment and equipment based on information technology systems are not fully available so that services are less effective and efficient.”

“This is directly related to one of the previous questions, namely the lack of availability of adequate office equipment and equipment, which affects the quality of service.”

The availability of technology-based facilities must be supported by the ability to operate them. The results showed that some employees were not proficient in using office equipment such as computers. This was expressed by KB II: “There needs to be special training for employees (implementers) so that they can improve skills such as using office equipment (computers) and communication such as coordinating with leaders and the community in terms of services.”

## Discussion and Findings

After the researcher collected data from research results obtained from interviews, observation and documentation, all the data above is research data regarding the leadership strategy data in inland at the Secretariat of the Regional House of Representatives of Asmat Regency. The main focus of this research is Quality of Service at the Secretariat of the Regional House of Representatives of Asmat Regency, Leadership Strategies in Improving Services at the Secretariat of the Regional House of Representatives of Asmat Regency, and Obstacles to the Implementation of Strategies to Improve the Quality of Service of Employees of the Secretariat of the Regional House of Representatives of Asmat Regency. The discussion and findings obtained are as follows:

### 1. Quality of Service at the Secretariat of the Regional House of Representatives of Asmat Regency

The results showed that the services carried out by employees generally showed good results, although in some cases there was employee performance that was not maximized in carrying out tasks. The totality of services carried out by employees can be seen from the neat and excellent appearance when providing services. In line with the opinion (Sudirman *et al.*, 2022)<sup>[25]</sup> that looking neat is a form of totality of self in providing good service. Employees can also provide explanations that are easily understood by others so that the service process can run effectively. This is also expressed by (Novia *et al.*, 2021)<sup>[14]</sup> that a form of service can be said to be excellent if its implementation provides convenience to the community,

does not make it difficult and is easily understood by anyone. The totality shown by employees is a form of readiness to serve the community.

In general, employees provide transparent services by providing the information needed without being covered up. In line with (Nengsih *et al.*, 2019)<sup>[13]</sup> that public services must provide accurate and adequate information. Transparency is carried out to build public trust in the government that provides relevant information (Kushartiningsih & Riharjo, 2021)<sup>[9]</sup>. From the results of the interviews, it is known that employees try to provide accurate information so that the public gets the information and documents needed. In addition, employees also explain the estimated completion of the documents needed by the community which can be used as a reference about the clarity of the documents. This has an impact on public trust which is still maintained to date in the services provided by the Asmat Regency DPRD secretariat.

### 2. Leadership Strategies in Improving Services at the Secretariat of the Regional House of Representatives of Asmat Regency

A leader needs personal power that is able to arouse work enthusiasm and direct subordinates so that subordinates can provide performance in accordance with predetermined tasks and functions (Djadjuli, 2017)<sup>[3]</sup>. A leader must be able to provide guidance to his subordinates so that success in management can be achieved. In line with the results of this study, it shows that the involvement of leaders provides guidance in improving services carried out by employees. Leaders try to provide an overview or example related to the tasks that must be carried out by employees. The success of a leader can be seen from the ability to direct, encourage, and regulate all elements in the group or organization to achieve a desired goal (Mauliza, 2020)<sup>[11]</sup>. This is done by leaders in the Asmat Regency DPRD secretariat by explaining each task and function of each employee in detail so that they can be understood and carried out properly.

A leader needs personal power that is able to arouse work enthusiasm and direct subordinates so that subordinates can provide performance in accordance with predetermined tasks and functions (Djadjuli, 2017)<sup>[3]</sup>. A leader must be able to provide guidance to his subordinates so that success in management can be achieved. In line with the results of this study, it shows that the involvement of leaders provides guidance in improving services carried out by employees. Leaders try to provide an overview or example related to the tasks that must be carried out by employees. The success of a leader can be seen from the ability to direct, encourage, and regulate all elements in the group or organization to achieve a desired goal (Mauliza, 2020)<sup>[11]</sup>. This is done by leaders in the Asmat Regency DPRD secretariat by explaining each task and function of each employee in detail so that they can be understood and carried out properly.

Leadership communication has a very important role in influencing the openness of community members (Takaliuang, 2023). A good leader must be able to build effective communication with community members so that members are comfortable talking and sharing their views (Sari *et al.*, 2022)<sup>[19]</sup>. In line with this research, it shows that leaders provide opportunities for employees to submit complaints and input in order to improve service quality. Leaders provide privacy space for employees to convey their thoughts by speaking directly to the leadership without

anyone knowing. An atmosphere of openness is realized when leaders and employees can interact honestly (Sudibjo & Ananta, 2021) <sup>[24]</sup>. So it is important for face-to-face communication to change one's attitude, opinion and behavior.

The sustainability of an organization rests on how leaders encourage creative and innovative behavior from their members (Setyowati & Etikariena, 2019) <sup>[22]</sup>. Leadership that encourages its members to develop ideas or ideas and think creatively will create a work environment that strongly supports creativity and the approach to solving problems that is fostered in the organization will involve the courage to take risks (Amelia & Mauluddin, 2023) <sup>[1]</sup>. This effort was made by the leadership by providing the widest possible opportunity for employees to find solutions to problems encountered in the field. Leaders open periodic discussions every month as an effort to encourage the ability to think critically to find solutions to problems for each employee. Especially on urgent matters that require faster handling to spur employees and leaders to find solutions to problems faster.

The main function of leadership is to strive to achieve team goals collectively, not individually (Febrianto, 2021) <sup>[5]</sup>. In a group, members depend on each other, share common goals, and are characterized by one person coordinating their joint activities (Rusdin *et al.*, 2023) <sup>[18]</sup>. This is done by the leader by inviting employees who understand their duties and functions well to participate in formulating goals. Thus employees can cooperate with each other with the leadership to express ideas for achieving common goals. A leader has a clear understanding of the clear direction the team or group should take, and he works together to achieve that goal.

On the other hand, leaders still apply strict rules to form employee discipline. The assertiveness of a leader aims to be more appreciated, respected, respected and trusted by its members (Goni *et al.*, 2023) <sup>[7]</sup>. As a person who has responsibility for his group members, a leader must be able to direct his members towards a better direction. Behind the assertiveness of the leader remains polite to his employees and maintains intimacy. The attitude of the leader is included in the humanist leader. Humanist leaders mean leaders who can maintain good communication and relationships between leaders and subordinates, accept criticism and are not authoritarian (Usman, 2022) <sup>[26]</sup>. The results also show that leaders do not discriminate against employees, all positions are considered the same. This is in line with the concept of a fair leader, namely being able to apply equality and equal opportunities for all for the common good (Lathifah *et al.*, 2021) <sup>[10]</sup>. Leaders reprimand, correct and appreciate employees according to the performance results of each employee.

Communication plays a very important role in forming relationships between individuals and individuals, individuals and groups, and between groups. In an organization, efforts are always made to create harmonious communication and work relationships between leaders and members (Oktavia & Hidayat, 2024) <sup>[16]</sup>. In line with the results of this study, leaders continue to maintain communication between each other so that they can coordinate work properly. Maintaining communication between employees is also intended to avoid gaps between leaders and subordinates. Effective leadership

communication is very important to achieve the goals that have been set.

Good relationships between leaders and subordinates are the core of success in the work environment (Nurjannah *et al.*, 2023) <sup>[15]</sup>. Subordinates provide a very large role for the success of work, where in the field service subordinates meet more directly with the community. Therefore, leaders in the Asmat Regency DPRD secretariat are well aware that the role of employees is the main thing in community service. This encourages leaders to continue to empower employees to improve work quality. In line with (Wazdy *et al.*, 2024) <sup>[30]</sup> that leaders who support development, are fair in treatment, and value the contributions of their subordinates create a positive work environment.

Employees are not only required to provide good performance but also given appreciation for the work given. Appreciation can take the form of rewards as employee motivation to provide even better performance. Reward is something we give to someone because he does something, something that is naturally appreciated as an expression of our gratitude and attention (Sari *et al.*, 2021) <sup>[20]</sup>. In line with the findings in this study that leaders give awards to employees who have good performance. Rewards are given in the form of periodic salary increases. This also applies to employees who are negligent and undisciplined in carrying out their duties to get punishments. Sanctions or punishments given in the form of salary cuts. Punishments are a way to direct a behavior to conform to generally accepted behavior (Purnomo, 2020) <sup>[17]</sup>. These rewards and punishments encourage employees to give their totality at work so that there is no competition between employees, but rather focus on improving their own quality. In addition to rewards, the trust of superiors and subordinates affects employee satisfaction at work. When leaders involve in decision making, employee confidence in work will increase along with increased employee performance (Fatchurohim, 2022) <sup>[4]</sup>. In line with the results of the study, employees were given the trust to determine the steps in carrying out the work. This trust encourages employee confidence to explore more things in work. It is also revealed by (Setiawan & Ekhsan, 2020) <sup>[21]</sup> that trust owned by employees can have an impact on employee performance.

### **3. Inhibiting Factors in the Implementation of Strategies to Improve the Quality of Service of Employees of the Secretariat of the Regional House of Representatives of Asmat Regency**

From the results of the study, it is known that there are several factors inhibiting the implementation of strategies, including there are still employees who are less responsive in understanding the goals and objectives given by the leadership so that the service does not run as expected. Employee performance is one of the important factors so that employees can provide performance and achieve achievements in working for the company (Simanjuntak, 2021) <sup>[23]</sup>. Therefore, the lack of responsiveness of employees in understanding instructions is an obstacle to the implementation of strategies to improve service quality.

Office facilities and infrastructure are important and main components in the running of a job (Aula & Nugraha, 2020) <sup>[2]</sup>. Employees cannot complete work quickly and easily without the help of adequate facilities and infrastructure. This is an obstacle encountered in this study, where facilities and infrastructure are not maximally available. If

the facilities and infrastructure are fulfilled, it can affect employee performance, and if the infrastructure is inadequate, it will have an impact on work delays. Therefore, it is important to manage and procure better infrastructure, especially technology-based facilities.

The availability of technology-based facilities is also supported by the ability to use them. The research findings show that some employees are not yet proficient in operating computers available in the office. This must be a concern for the leadership to be able to provide solutions or facilities in the form of training to employees. The use of technology in the world of work greatly affects the quality and quantity of employee performance in the company (Iskandar & Nur Dwi Jayanto, 2022)<sup>[8]</sup>. The ability to apply technology is an added value for individuals to compete in the world of work.

### Conclusions and suggestions

Based on focus, and research results, it can be concluded that:

1. The quality of service at the Asmat Regency DPRD secretariat shows good results. In general, employees provide transparent services by providing the information needed without being covered up.
2. The strategies used by leaders in improving services at the Asmat Regency DPRD secretariat include: a) guidance; b) clarity of instructions; c) openness; d) formulating goals, e) firm, humanist and fair; f) communication; g) subordinate involvement; h) rewards and punishments; and i) trust in employees.
3. Factors inhibiting the implementation of strategies in improving services at the Asmat Regency DPRD secretariat include: a) Lack of responsiveness of employees in understanding instructions conveyed by the leadership, b) Lack of available infrastructure, c) There are still employees who are not proficient in operating computers.

### References

1. Amelia L, Mauluddin AA. Pembuatan Keputusan Seorang Pemimpin dalam Menetapkan Progam Kerja Organisasi LDK Al-Izzah Uinsu. *Journal on Education*,2023;5(4):10881-91.
2. Aula FH, Nugraha J. Pengaruh Tata Ruang kantor dan Sarana Prasarana terhadap Kinerja Pegawai. *Jurnal Pendidikan Manajemen Perkantoran*,2020;4(2):141. doi:10.17509/jpm.v4i2.18008.
3. Djadjuli RD. Pelaksanaan Pengawasan Oleh Pimpinan Dalam Meningkatkan Kinerja Pegawai. *Fakultas Ilmu Sosial Dan Ilmu Politik*,2017;4(4):565-73.
4. Fatchurohim D. Pengaruh gaya kepemimpinan, kepercayaan terhadap kinerja karyawan. *Ekonomi, Manajemen Dan Akuntansi*,2022;24(3):579-87. doi:10.29264/jfor.v24i3.11424.
5. Febrianto SE. Faktor-Faktor Yang Mempengaruhi Kepemimpinan Dan Kerjasama Tim: Kepemimpinan, Komunikasi Efektif, Pendekatan Kepemimpinan Tim, Dan Efektivitas Tim (Suatu Kajian Studi Literature Review Ilmu Manajemen Terapan). *JMPIS, Jurnal Manajemen Pendidikan Dan Ilmu Sosial*,2021;2(2):598-609. doi:10.38035/jmpis.v2i2.
6. Fuadi ABF, Purwanto, Syarifah L, Amin M, Maryono. Implementasi Gaya Kepemimpinan Situasional Kepala Korwil DISDIKBUD Kecamatan Borobudur Kabupaten

- Magelang dalam Meningkatkan Efektivitas Kepemimpinan. *Jurnal Administrasi Kesekretariatan*,2024;9:15-30.
7. Goni N, Frans N, Kasingku JD. Komitmen Dalam Pelayanan Sebagai Seorang Pemimpin. *Jurnal Ilmu Sosial Dan Pendidikan (JISIP)*,2023;7(2):2598-9944. doi:10.58258/jisip.v7i1.4965/http.
  8. Iskandar R, Jayanto ND. Analisis Pengaruh Kemampuan Dalam Mengoperasikan Dan Memanfaatkan Teknologi Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen, Ekonomi Dan Akuntansi*,2022;2(1):46-54. doi:10.55606/jurime.v2i1.113.
  9. Kushartiningsih R, Riharjo IB. Pengaruh Akuntabilitas, Transparansi, dan Pengawasan Terhadap Kinerja Pelayanan Publik. *Jurnal Ilmu & Riset Akuntansi*,2021;10(3):1-18.
  10. Lathifah E, Ariska Pebiyanti L, Firmansyah NF. Kepemimpinan Islam Berdasarkan Dalil-Dalil Syar'i: Al-Quran dan Hadits. *Jurnal Pendidikan Indonesia*,2021;2(9):1522-30. doi:10.59141/japendi.v2i09.278.
  11. Mauliza P. Pengaruh Pengawasan, Disiplin Kerja Terhadap Kinerja Pegawai di Dinas Pendidikan Kota Banda Aceh. *JEMSI (Jurnal Ekonomi, Manajemen, Dan Akuntansi)*,2020;6(2):71-81. doi:10.35870/jemsi.v6i2.340.
  12. Moleong LJ. *Metode Penelitian Kualitatif*. Bandung: PT. Remaja Rosdakarya, 2017.
  13. Nengsih W, Adnan F, Eriyanti F. Penerapan Prinsip Transparansi Dan Akuntabilitas Dalam Pelaksanaan Pelayanan Publik Di Kelurahan Alai Parak Kopi Kota Padang. *Jurnal Manajemen Dan Ilmu Administrasi Publik (JMIAP)*,2019;2(1):112-24. doi:10.24036/jmiap.v1i2.26.
  14. Novia MA, Semmaila B, Imaduddin. Pengaruh Kualitas Layanan Dan Kualitas Produk Terhadap Kepuasan Nasabah. *Jurnal Tata Kelola*,2021;10(1):178-96. doi:10.33373/dms.v10i1.2986.
  15. Nurjannah, Latifah I, Kurniawan MR. Penyuluhan Membangun Hubungan Kepemimpinan yang Baik Antara Pemimpin dan Bawahan di Desa Malinau Kota. *Jurnal Pengabdian Masyarakat (JUMPA)*,2023;1(3):99-105.
  16. Oktavia DD, Hidayat W. Komunikasi Kepemimpinan dalam Penyelesaian Konflik di Sekolah. *Nizamul'Ilmi: Jurnal Manajemen Pendidikan Islam*,2024;9(2):71-6.
  17. Purnomo S. Pengaruh Reward Dan Punishment Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Bogor. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*,2020;1(4):711-20.
  18. Rusdin R, Salahudin S, Rudiansyah E, Saputra R, Furkan F. Peran Kepemimpinan Dalam Olah Raga Untuk Membangun Nilai Karakter Bangsa. *Jurnal Pendidikan Jasmani Kesehatan Dan Rekreasi (Penjaskesrek)*,2023;10(2):90-106. doi:10.46368/jpkr.v10i2.1299.
  19. Sari SR, Dewi DNA, Digidowiseiso K. Peran pemimpin transformasional membudayakan kerja etis guna meningkatkan organizational citizenship behavior. *Jurnal Manajemen Maranatha*,2022;22(1):41-52.

20. Sari SSM, Khasanah S, Pasha S, Sanjaya VF. Pengaruh Motivasi, Reward Dan Punishment Terhadap Kinerja Karyawan (Studi kasus Klinik Kecantikan Puspita Bandar Lampung). *Jurnal Ilmu Manajemen Saburai (JIMS)*,2021:7(1):57-66. doi:10.24967/jmb.v7i1.1070.
21. Setiawan I, Ekhsan M. Peran Mediasi Kepercayaan pada Pengaruh Kepemimpinan Melayani Terhadap Kinerja Karyawan PT Nesinak. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*,2020:4(1):256-66. doi:10.36778/jesya.v4i1.314.
22. Setyowati S, Etikariena A. Peran Gaya Pemecahan Masalah dalam Hubungan Kepemimpinan Transformasional dengan Perilaku Kerja Inovatif. *Jurnal Diversita*,2019:5(2):115-25. doi:10.31289/diversita.v5i2.2857.
23. Simanjuntak R. Pengaruh Penempatan Kerja dan Kinerja Terhadap Prestasi Kerja Karyawan PT. Harini Mandiri Medan. *CEMERLANG: Jurnal Manajemen Dan Ekonomi Bisnis*,2021:1(4):40-54. doi:10.55606/cemerlang.v1i4.346.
24. Sudibjo N, Ananta AS. Peran Kepuasan Kerja Sebagai Mediator Keadilan Organisasi dan Motivasi Kerja Terhadap Kinerja Guru. *Manajemen Pendidikan*,2021:16(2):113-27. doi:10.23917/jmp.v16i2.13818.
25. Sudirman R, Salfadri, Firdaus TR. Pengaruh Kualitas Pelayanan dan Promosi Terhadap Kepuasan Pelanggan d'Dhave Hotel Purus Padang. *Jurnal Matua*,2022:4(1):201-14.
26. Usman MAF. Studi Eksploratori Gagasan Kepemimpinan Sektor Publik dari Sudut Pandang Pegawai Negeri Sipil (PNS) Indonesia. *Jurnal Aparatur*,2022:6(2):122-44. doi:10.52596/ja.v6i2.166.
27. Sugiyono. *Memahami Penelitian Kualitatif*. Bandung: Alfabeta, 2014.
28. Sutanti N. Strategi peningkatan kualitas layanan di sekretariat dprd kabupaten magelang tahun 2012. *Jurnal Riset Manajemen*,2014:1(1):1-21.
29. Terry GR, Leslie WR. *Dasar-Dasar Manajemen*. Jakarta: Bumi Aksara, 2021.
30. Wazdy NA, Setyawan A, Sudhartio L. Peningkatan Kinerja Pegawai melalui Kenyamanan Lingkungan, Kepemimpinan, dan Manajemen Waktu: Studi di Pemerintah Provinsi Kepulauan X dengan Mediasi Keterlibatan Pegawai. *Jurnal Nusantara Aplikasi Manajemen Bisnis*,2024:9(1):102-18.