

Leadership Performance and Public Service Quality in Family Planning Services: Evidence from Local Government in Indonesia

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Abstract: The performance of leadership is important in determining the quality of public services, especially around family planning programs that require good coordination and delivery of services oriented to citizens. Yet, empirical evidence on how leadership performance contributes to the quality of public services at the local government level is still limited. This study aims to examine the effect of leadership performance on public service quality in family planning services at the Regional Technical Implementation Unit for Population Control, Family Planning, Women's Empowerment, and Child Protection in Bongas District, Indramayu Regency, Indonesia. A quantitative explanatory approach was applied, with a survey of 85 respondents who were service users. Data were collected using structured questionnaires and analyzed using descriptive statistics, validity and reliability tests and path analysis. The results of the description indicated that the performance of leadership was perceived as good with a mean score of 3.77 in total. The quality of public service also achieved a good category with a mean score of 3.95 in total. The results of hypothesis testing show that leadership performance has a positive and significant effect on the quality of public services ($F = 85.412$, $p < 0.001$). The contribution of leadership performance to the quality of public services is 94.7% ($R^2 = 0.947$). The results show that improving the leadership capabilities in work planning, implementation, work quality and target accomplishment can significantly improve the quality of public services. The study provides empirical evidence to justify leadership development as a strategic strategy for improving the effectiveness of family planning services in local government institutions.

Keywords: leadership performance, public service quality, family planning services, local government, path analysis.

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Received December 26 2022; Revised July 15, 2023; Accepted July 15 2023; Published August 4, 2023.

Introduction

The importance of the quality of public services as a critical element of good governance and sustainable development is well known ([Bryslan & Curry, 2001](#); [Lapiente & Van de Walle, 2020](#)). Successful public service delivery increases the confidence of citizens on government institutions and contributes to social well-being by ensuring equal access to public programs. Family planning services are one of the public services with strategic role in improving the health of mothers and children, reducing poverty, gender equality and sustainable population management. Therefore, the enhancement of the quality of family planning services has become a priority for many developing countries including Indonesia ([Minkovitz et al., 2016](#); [Rabaoarisoa et al., 2017](#)). Indonesia has implemented family planning programs for several decades through the National Population and Family Planning Program, which is coordinated nationally and executed by local governments. Following the decentralization policy, local government institutions have assumed greater responsibility for ensuring accessible, responsive, and high-quality family planning services. While decentralization has created opportunities for improving service responsiveness to local needs, it has also generated disparities in service quality across regions because of differences in organizational capacity, managerial capability, and leadership effectiveness ([Helfat & Martin, 2015](#)). Leadership has consistently been identified as one of the most influential organizational factors affecting public sector performance. Leadership performance is the ability of leadership to plan work, allocate funds, supervise employees, implement the organizational objectives, and be responsible for delivering services in public organizations ([Leithwood et al., 2020](#); [Yukl, 2012](#)). Leadership performance in public organizations is not limited to administrative activities but rather to influencing culture, motivating employees, and encouraging continuous service improvement. Thus, improving leadership performance can be expected to improve organizational effectiveness and ultimately improve the quality of public services received by citizens. Research has shown that there is a positive relationship between employee performance, management of the organization and the quality of public service in different sectors of the government. However, most previous studies are more focused on employee performance, organizational commitment, service satisfaction, or public administration ([Park, 2020](#)). Relatively few studies have specifically explored the role of leadership performance in forming the quality of family planning services in decentralized local government institutions. Moreover, empirical evidence from local family planning service organizations in Indonesia remains limited despite their strategic contribution to national population and reproductive health policies. Family planning services possess distinctive organizational characteristics compared with many other public services. In addition to administrative efficiency, these services require effective communication, community

engagement, counseling quality, service accessibility, and public trust. Consequently, leadership performance becomes increasingly important because leaders are responsible for coordinating multidisciplinary personnel, ensuring service standards, responding to community needs, and maintaining continuous program effectiveness. Understanding how leadership performance contributes to service quality may therefore provide valuable evidence for strengthening local governance in reproductive health services. This study is motivated by these research gaps, namely the effect of leadership performance on public service quality in the family planning service, especially in the Local Technical Implementation Unit (UPTD) for Population Control, Family Planning, Women's Empowerment, and Child Protection in Bongas District, Indramayu Regency, Indonesia. Leadership performance is evaluated through five dimensions, namely work planning, work plan implementation, execution of organizational directives, quality of work, and achievement of organizational targets. Public service quality is assessed using multidimensional service quality indicators covering timeliness, service accuracy, courtesy, responsibility, accessibility, innovation, convenience, and supporting service facilities (Ocampo et al., 2019; Teshome et al., 2020). This study's novelty is the emphasis on leadership performance as the main determinant of family planning service quality in decentralized local government institutions, rather than employee performance. Unlike previous studies that mostly focused on general public services or employee-level performance, this study assesses leadership performance through multiple managerial dimensions and examines its role in enhancing family planning service quality in the Indonesian local governance setting. The results are expected to contribute to the literature on public administration and leadership, as well as to provide evidence-based suggestions for improving family planning services at the local government level. Thus, this study aims to find the influence of leadership performance on the quality of family planning services and to find out the leadership dimensions that most contribute to improving the quality of services. The results are expected to help policymakers and public managers to formulate leadership development strategies to strengthen organizational performance and improve the quality of public services in decentralized government institutions.

Literature Review

This paper reviews the theoretical background and empirical studies on leadership performance and quality of public service. The literature review is intended to establish a conceptual basis for understanding the relationship between leadership performance and quality of family planning services in local government institutions. It begins with the concept of leadership performance. Then the dimensions of public service quality. And discusses the empirical relationship between the two constructs. The theoretical and empirical evidence allows to formulate a research hypothesis that will guide the empirical analysis.

Leadership Performance

Leadership performance is an important predictor of organizational effectiveness especially in public sector organizations where the quality-of-service delivery depends on managerial competence, strategic decision-making, and accountability (Rigii, 2017). As expressed in public administration, leadership performance refers to the degree to which a leader can set organizational goals, allocate assets, inspire staff, and provide public services in an efficient and effective way (Connelly et al., 2000). Considering the increasing complexity of societal needs faced by public organizations, leadership performance has become a strategic component in ensuring organizational sustainability and gaining citizens' confidence in government institutions. Performance is generally defined as the degree to which individuals or organizations achieve predetermined objectives through effective planning, implementation, monitoring, and evaluation of work activities. From the leadership perspective, performance is more than individual productivity and encompasses the ability to influence organizational outcomes through managerial competence, policy implementation, and human resource development. High-performance leaders are expected to create a supportive organizational climate, promote innovation, facilitate collaboration, and enhance organizational performance continuously. Recent studies highlight that the nature of leadership performance in public organizations is different from the private sector. This is because public leaders need to strike a balance between administrative efficiency and transparency, accountability, equity and responsiveness to the needs of citizens. Effective public leaders are therefore expected to demonstrate technical and managerial competencies and ethical leadership, participatory decision-making and commitment to public value creation. These characteristics enable leaders to enhance organizational capacity and improve the effectiveness of public service delivery. In decentralized government systems like Indonesia, leadership performance has become increasingly important because local government institutions are empowered with more authority to manage public services based on local priorities. This decentralization requires leaders to formulate a strategic work plan, allocate organizational resources efficiently, supervise the implementation of services, coordinate multidisciplinary teams, and evaluate organizational achievements continuously. Hence, leadership performance directly affects organizational adaptability and the ability to provide high-quality public services (King'oo, 2017). Drawing upon public management theory and the performance evaluation framework adopted in this study, leadership performance is operationalized through five managerial dimensions: (1) work planning, (2) implementation of work plans, (3) execution of organizational directives, (4) quality of work, and (5) achievement of organizational targets. These dimensions collectively represent the managerial responsibilities of leaders in ensuring that organizational objectives are translated into

effective service delivery and measurable organizational outcomes. Accordingly, stronger leadership performance is expected to contribute positively to improving the quality of family planning services delivered by local government institutions.

Public Service Quality

The quality of the public service has become one of the main indicators for the evaluation of the performance of government and good governance. High quality public services have a positive impact on public trust, citizen satisfaction, institutional legitimacy and the overall effectiveness of government programs ([Bird et al., 2005](#)). As public expectations keep evolving, government institutions face the challenge not only to offer accessible services but also to ensure that these are efficient, transparent, responsive and citizen oriented. Service quality is generally defined as the degree to which services meet or exceed user expectations. In the public sector, service quality encompasses both the technical aspects of service delivery and the functional experience that citizens perceive during service interactions. Unlike private organizations where the main goal is customer satisfaction and profitability, public institutions are required to simultaneously respect principles of equity, accountability, transparency, and social responsibility ([Wardhani et al., 2017](#)). So, the assessment of public service quality needs to be multidimensional, considering, on one hand, operational performance and, in contrast, citizens' perceptions. Multidimensional frameworks for assessing service quality in public organizations have been widely used in previous studies. Among the most influential approaches, the SERVQUAL model emphasizes reliability, responsiveness, assurance, empathy, and tangible aspects of service delivery ([Pakurár et al., 2019](#)). These dimensions were widely adapted in public administration research because they provided a thorough understanding of how citizens evaluate government services. Recent studies have shown the importance of service accessibility, digital innovation, timeliness and the responsiveness of organizations as key factors in determining the quality of public services in contemporary public sector organizations. Family planning services are a distinct type of public service that combines administrative procedures with health promotion, counseling, mobilization of the community, and education on reproductive health. Therefore, the quality of services in family planning programs involves not only the procedural correctness but also the competence of service providers to communicate effectively, respect the client's privacy, be responsive to the community's needs, and to provide equal access to reproductive health services. High-quality family planning services are important in increasing the contraceptive use, improving maternal and child health, and ensuring sustainable population growth. This study aims to define the quality of public services as the ability of local government agencies to provide family planning services effectively, efficiently and responsively and to meet the expectations of the community. The construct is measured using eight service quality

dimensions: timeliness of service, service accuracy, courtesy and friendliness, responsibility, accessibility, service convenience, adequacy of supporting facilities, and service innovation. These dimensions provide a comprehensive framework for evaluating service performance from the perspective of family planning service users and are considered appropriate for assessing service quality within decentralized local government institutions.

Leadership Performance and Public Service Quality

The link between leadership performance and public service quality has been attracting growing attention in public administration research. Leadership is an important resource of organizations that affects employees' performance, organizational effectiveness and service results (Rigii, 2017). Leaders are at the heart of the process of setting organizational goals, coordinating human resources, distributing available resources, supervising the implementation of services and building a culture of continuous improvement. Consequently, the performance of leadership is expected to have a direct impact on the quality of services provided to the public. In public sector organizations, leadership performance improves service quality by encouraging better coordination within the organization, increasing accountability, enhancing decision-making, and fostering innovation in service delivery. Leaders who clearly communicate the organization's objectives and track employee performance create the milieu for more effective, precise, and responsive public service delivery. Such leadership practices increase the ability of organizations to meet the expectations of citizens, while maintaining transparency and fairness in the delivery of public services. In the area of family planning services, leadership assumes an even more strategic role because the provision of services requires collaboration between administrative staff, health care professionals and community outreach officers. Effective leadership ensures the consistent implementation of service standards, the speedy resolution of operational problems and the efficient use of organizational resources. In addition, leaders are responsible for motivating staff, enabling communication with interested parties, and ensuring that family planning programs remain accessible and responsive to the demands of the community. Previous empirical studies have consistently demonstrated a positive relationship between leadership effectiveness and service quality across various public service sectors. The presence of capable and proactive leaders in organizations is likely to result in the higher service responsiveness, operational efficiency, citizen satisfaction and overall organizational performance. However, empirical research on leadership performance in decentralized family planning institutions are still lacking, especially if considering an Indonesian local government. This gap signifies that further in-depth research is needed on the importance of leadership performance in improving the quality of family planning services.

Based on the theoretical perspectives and empirical evidence mentioned earlier, it is hypothesized that leadership performance will positively affect the quality of public services. Effective leadership that performs managerial functions such as work planning, implementation of organizational plans, execution of directives, quality assurance and achievement of organizational targets is more likely to improve service effectiveness, responsiveness, accessibility and overall service quality. It is important to investigate this relationship to understand how leadership can play a role in strengthening family planning services in decentralized local government institutions.

Hypothesis Development

The theoretical perspectives and empirical evidence provided in the previous sections all point towards leadership performance as an important determinant of public service quality. Leaders who are able to effectively perform managerial functions such as strategic planning, implementation of work plans, implementation of organizational directives, quality assurance and organizational goal achievement are more likely to improve organizational effectiveness and service delivery. Good leadership improves coordination among employees, helps promote accountability, encourages innovation and enhances the organizational responsiveness to citizens' needs, all of which lead to higher quality public services. Regarding family planning services, leadership performance is especially important because service quality depends on effective coordination, timely decision-making, efficient utilization of resources, and ongoing evaluation of service implementation. Local government leaders are expected to create a supportive organizational environment that enables employees to provide responsive, accessible, and reliable services while maintaining compliance with public service standards. Therefore, improvements in leadership performance are expected to have a positive impact on the quality of family planning services delivered to the community. Based on the theoretical framework and previous empirical research, this study proposes the following research hypothesis: H1: Leadership performance has a positive and significant effect on the quality of family planning services in local government institutions. Figure 1. Conceptual framework of the study. Leadership performance as an independent variable affecting the quality of public services as a dependent variable.

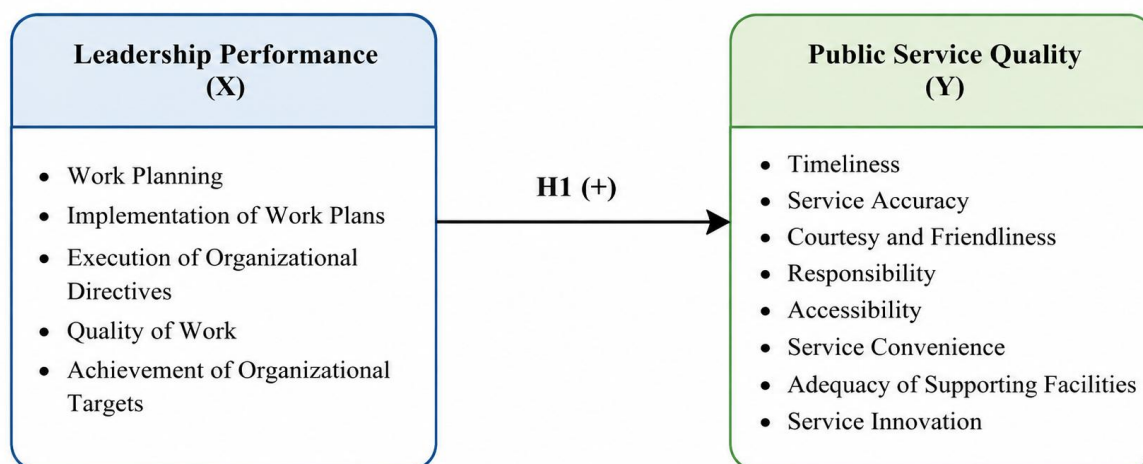


Figure 1 Conceptual Framework of the Study

Figure 1 illustrates the conceptual framework of this study, which proposes that leadership performance serves as the independent variable influencing public service quality as the dependent variable. Leadership performance is represented by five managerial dimensions, namely work planning, implementation of work plans, execution of organizational directives, quality of work, and achievement of organizational targets. These dimensions are expected to strengthen organizational effectiveness and improve the quality of family planning services. Based on this conceptual framework, the proposed hypothesis states that leadership performance has a positive and significant effect on public service quality in local government institutions.

Research Method

This section explains the research methodology applied to study the relationship of leadership performance and quality of public services in family planning services. It covers the research design, study setting, population and sampling procedure, research variables and measurement, techniques for data collection and statistical methods used to analyze the empirical data. These methodological procedures were intended to improve the reliability and validity of the findings and to provide a systematic framework for testing the proposed research hypothesis.

Research Design

The study was conducted using quantitative explanatory research design. The study was conducted to examine the relationship between leadership performance and quality of public services with reference to family planning services ([Asad et al., 2019](#); [Wipulanusat et al., 2020](#)). The quantitative approach was adopted as it provides an objective measure of the research variables and allows for statistical analysis in testing the proposed hypothesis. The explanatory design is appropriate for the purpose of exploring the cause-effect relationship between the variables by establishing whether a change in leadership performance has a significant impact on the quality of public services rendered by local government institutions. The study employed a cross-sectional survey design to gather data from respondents at one point in time using a structured questionnaire. This design enables researchers to measure respondents' perceptions of leadership performance and the quality of family planning services and to provide empirical evidence of the relationship between the two constructs. The questionnaire consisted of closed-ended statements measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for the quantitative assessment of each research variable. This study has one independent variable which is leadership performance (X) and one dependent variable which is public service quality (Y). Leadership performance is measured by five managerial dimensions, namely work planning, implementation of work plans, implementation of organizational directives, quality of work and achievement of organizational targets. The quality of public services was measured using eight dimensions, namely timeliness of service, accuracy of service, courtesy and friendliness, responsibility, accessibility, convenience of service, adequacy of supporting facilities, and innovation of service. The relationship between these variables was tested by statistical hypothesis testing to determine the existence of the significant effect of leadership performance on the quality of family planning services. In general, the chosen research design provides a systematic framework for collecting, measuring, and analyzing empirical data to ensure that the research findings are valid, reliable, and appropriate for achieving the study objectives and testing the proposed hypothesis ([Flynn et al., 1990](#)).

Research Setting

The research was conducted at the Bongas District Local Technical Implementation Unit (UPTD) for Population Control, Family Planning, Women Empowerment and Child Protection (P3APPKB), Indramayu Regency, West Java, Indonesia. The institution is tasked with implementing national and regional policies on population control, family planning, women's empowerment and child protection at the district level. As the first public service provider, the UPTD has a strategic role in the provision of family planning services, dissemination of reproductive health information, and encouraging community participation

in population and family welfare programs. The research site was selected because the institution is a decentralized local government agency that is responsible for the direct provision of family planning services to the community. The quality of services provided by the UPTD is closely related to the effectiveness of organizational leadership in planning, coordinating, supervising and evaluating the implementation of services. Therefore, the institution provides a suitable environment for investigating the effect of leadership performance on the quality of public service. The data were collected in the course of the UPTD's operational activities, so the respondents were able to rate the services based on their own experience. The setting enabled the study to gather empirical evidence on the implementation of leadership practices and its contribution to the quality of family planning services provided by the local government.

Population and Sample

The population target of this research is all users of family planning services who get services from the Local Technical Implementation Unit (UPTD) for Population Control, Family Planning, Women's Empowerment and Child Protection (P3APPKB) in Bongas District, Indramayu Regency during the study. These service users were the most appropriate respondents since they had direct experience with the family planning services given by the institution and were thus able to assess the quality of services received. The total number of respondents in this study is 85. The sample was chosen using a probability sampling technique, where each member of the target population had an equal chance of being included in the research. The sampling method was used to reduce selection bias and increase the representativeness of collected data. Respondents' inclusion criteria were those who have received family planning services at UPTD and willing to fill the research questionnaire voluntarily. The sample size was adequate for the statistical procedures used in this study, which included descriptive analysis, validity and reliability testing, and hypothesis testing with path analysis. The collection of data from the service users also ensured that the results were truly the community's perception of the leaders' performance and the quality of family planning services provided by the local government institution.

Variables and Measurement

In this study, two research variables were used, one independent variable and one dependent variable. The independent variable was leadership performance (X) and the dependent variable was the quality of public service (Y). Both variables were operationalized as measurable dimensions based on relevant theoretical frameworks and adapted to the context of family planning services in local government institutions. This study conceptualized leadership performance as the ability of leaders in the organization to plan, implement,

coordinate, supervise and evaluate organizational activities effectively to achieve institutional objectives. In the current study, the assessment of leadership performance was based on five dimensions like work planning, implementation of work plans, execution of organizational directives, quality of work and achievement of organizational targets. These dimensions are reflective of the managerial roles of leaders in terms of effective organizational performance and service delivery. Quality of public service was defined as the degree to which family planning services met community expectations for effective, responsive and citizen-oriented service delivery. The construct was measured by eight dimensions, namely timeliness of service, service accuracy, courtesy and friendliness, responsibility, accessibility, service convenience, adequacy of supporting facilities, and service innovation. These dimensions constitute a comprehensive evaluation of the quality of public services from the point of view of service recipients. Both variables were measured with a structured questionnaire composed of closed-ended statements. Each statement was rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The higher the score, the more positive the perceptions of the quality of leadership performance and public service. Prior to the hypothesis test the research instrument was tested for validity and reliability to ensure that the questionnaire was able to measure the intended constructs and produce consistent results. Table 1 summarizes the operational definitions, dimensions, indicators and measurement scales of all the variables of the research.

Table 1 Operational Definition of Variables

Variable	Dimension	Indicator	Measurement Scale	References
Leadership Performance (X)	Work Planning	Ability to formulate work plans in accordance with organizational objectives	Likert (1–5)	Adapted from public sector leadership performance literature
		Ability to establish work priorities	Likert (1–5)	
		Ability to allocate organizational resources effectively	Likert (1–5)	
	Implementation of Work Plans	Ability to implement planned programs	Likert (1–5)	
		Timeliness in implementing work programs	Likert (1–5)	
		Consistency in achieving planned activities	Likert (1–5)	

	Execution of Organizational Directives	Ability to communicate organizational policies	Likert (1–5)	
		Ability to coordinate employees effectively	Likert (1–5)	
		Ability to supervise implementation of organizational tasks	Likert (1–5)	
	Quality of Work	Accuracy in completing managerial duties	Likert (1–5)	
		Compliance with organizational standards	Likert (1–5)	
		Continuous improvement in organizational performance	Likert (1–5)	
	Achievement of Organizational Targets	Achievement of work targets	Likert (1–5)	
		Achievement of organizational objectives	Likert (1–5)	
		Effectiveness in meeting institutional performance indicators	Likert (1–5)	
Public Service Quality (Y)	Timeliness	Services are delivered within the promised time	Likert (1–5)	Adapted from public service quality literature
	Service Accuracy	Services are provided correctly without errors	Likert (1–5)	
	Courtesy and Friendliness	Officers behave politely and respectfully	Likert (1–5)	
	Responsibility	Officers demonstrate responsibility in delivering services	Likert (1–5)	
	Accessibility	Services are easy to access by the community	Likert (1–5)	
	Service Convenience	Service procedures are simple and convenient	Likert (1–5)	
	Supporting Facilities	Facilities adequately	Likert (1–5)	

		support service delivery		
	Service Innovation	The institution continuously improves service delivery through innovation	Likert (1–5)	

As seen in Table 1, the research variables were operationalized into measurable dimensions and indicators to ensure consistency between the theoretical constructs and empirical measurements. Each indicator was converted into questionnaire items and rated using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This operationalization allowed us to systematically measure respondents' perceptions about the leadership performance and the quality of public service, thus providing reliable data for further statistical analysis.

Data Collection and Data Analysis

Primary data were obtained from the results of structured questionnaires distributed to users of family planning services at the Local Technical Implementation Unit (UPTD) for Population Control, Family Planning, Women's Empowerment and Child Protection (P3APPKB) of Bongas District, Indramayu Regency. The questionnaire was prepared based on operational definitions of the variables of the research in Table 1. Before data collection, respondents were informed about the purpose of the study and that their participation was voluntary. Ethical compliance was ensured by the preservation of confidentiality and anonymity throughout the research process. Each item of the questionnaire was measured on a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The collected data were coded, checked and processed using Statistical Package for Social Sciences (SPSS). Descriptive statistical analysis was first used to provide an overview of the characteristics of respondents and to describe the distribution of the research variables. Next, validity and reliability of the research instrument were tested to ensure that the questionnaire measured the constructs that were supposed to be measured and produced consistent results. The proposed relationship between leadership performance and public service quality was investigated using path analysis. The hypothesis testing was done at the 0.05 level of significance. The hypothesis is statistically supported when the significance value (p-value) < 0.05. It means that the performance of leadership has a significant effect on public service quality.

Result and Discussion

This section presents the empirical findings of the study and discusses the implications of the findings for the proposed research hypothesis and relevant theoretical perspectives. The analysis starts with the demographic characteristics of respondents, then followed by the evaluation of the research instrument through validity and reliability testing. The effect of leadership performance on the quality of public services is examined using descriptive statistical analysis and hypothesis testing. Finally, the findings are discussed by comparing the findings with previous empirical studies and theories relevant to the findings to highlight its theoretical and practical implications to improve family planning services in local government institutions.

Descriptive Analysis of Leadership Performance

In this section, we present the descriptive analysis of the leadership performance variable based on the responses of 85 participants. The leaders' performance was measured with sixteen questionnaire items that represented five dimensions: work planning, work plan implementation, organizational directive implementation, work quality, and organizational target achievement. Table 2 presents the descriptive results.

Table 2 Descriptive Statistics of Leadership Performance

Dimension	Number of Items	Mean Score	Percentage (%)	Category
Work Planning	3	3.89	78	Good
Implementation of Work Plans	3	3.58	72	Good
Execution of Organizational Directives	4	3.66	73	Good
Quality of Work	3	3.85	77	Good
Achievement of Organizational Targets	3	3.92	78	Good
Leadership Performance	16	3.77	75	Good

As shown in Table 2, the overall leadership performance reached a mean score of 3.77, or 75% of the maximum possible score, suggesting a good level of performance. Of the five dimensions, achievement of organizational targets had the highest mean score (3.92), followed by work planning (3.89) and quality of work (3.85). In contrast, the area of implementation of work plans got the least mean score (3.58), which means this area needs more managerial attention to improve the effectiveness of service delivery. The performance of the leadership in the Family Planning Service Unit has been carried out well. However, there is a need for

continuous improvement in the implementation of work plans and coordination mechanisms to strengthen organizational performance and improve the quality of public services to the community.

Descriptive Analysis of Public Service Quality

The descriptive analysis of public service quality was conducted to evaluate respondents' perceptions of family planning services provided by the Family Planning Service Unit (UPTD P3APKB) in Bongas District. The analysis was based on ten measurement items representing the dimensions of public service quality. The descriptive statistics are presented in Table 3.

Table 3 Descriptive Statistics of Public Service Quality

Dimension	Mean Score	Percentage (%)	Category
Timeliness	3.53	71	Good
Service Accuracy	4.11	82	Good
Courtesy and Friendliness	3.98	80	Good
Responsibility	3.98	80	Good
Adequacy of Supporting Facilities	4.04	81	Good
Service Convenience	3.87	77	Good
Service Innovation	4.07	81	Good
Personalized Service	4.07	81	Good
Comfort	4.04	81	Good
Supporting Service Attributes	3.87	77	Good
Public Service Quality	3.95	79	Good

The mean score of the average public service quality is 3.95 or 79% of the maximum score (Table 3). This means that the service quality is good. The highest mean score was recorded by service accuracy (4.11) followed by service innovation and personalized service with a mean score of 4.07. In contrast, timeliness had the lowest mean score (3.53) which shows that more attention is required for the punctuality of service delivery. The findings indicate that the respondents perceived the quality of family planning services as satisfactory across all the service dimensions. However, higher levels of consistency in service delivery and improving the timeliness of services remain important priorities for improving the effectiveness of public services and meeting expectations of communities.

Measurement Model Assessment

Prior to hypothesis testing, the measurement model was evaluated to ensure that the research instrument met the required standards of validity and reliability. Item validity was assessed using Pearson's Product Moment correlation, while reliability was evaluated using Cronbach's Alpha. The results are presented in Tables 4 and 5.

Table 4 Summary of Validity Test Results

Variable	Number of Items	Valid Items	Invalid Items	Decision
Leadership Performance	16	16	0	Valid
Public Service Quality	10	10	0	Valid

The measurement items all meet the validity requirements, as shown in Table 4. The Leadership Performance variable consisted of 16 valid indicators and the Public Service Quality variable consisted of 10 valid indicators. Since all the correlation coefficients were above the critical value needed, all the indicators were kept for the later statistical analysis. The results support the adequacy of the research instrument to measure the proposed constructs.

Table 5 Reliability Test Results

Variable	Reliability Coefficient	Decision
Work Planning	0.493	Reliable
Implementation of Work Plans	0.486	Reliable
Execution of Organizational Directives	0.437	Reliable
Quality of Work	0.753	Reliable
Achievement of Organizational Targets	0.659	Reliable
Public Service Quality	0.902	Reliable

The reliability analysis indicates that all research variables have reached acceptable reliability coefficients. Public service quality had the highest reliability coefficient (0.902). All the dimensions of leadership performance satisfied the reliability criteria. The results suggest that the measurement instrument has sufficient internal consistency to be used reliably in hypothesis testing.

Hypothesis Testing

The proposed hypothesis was tested to examine the effect of leadership performance on public service quality in family planning services. Path analysis was employed to estimate the magnitude and significance of the relationship between the independent and dependent variables. The results of the hypothesis testing are presented in Table 6.

Table 6 Hypothesis Testing Results

Hypothesis	Statistical Test	Result	Decision
H1: Leadership Performance → Public Service Quality	F-test	85.412	Accepted
R	Multiple Correlation	0.973	Very Strong
R ²	Coefficient of Determination	0.947	94.7%
p-value	Significance	<0.001	Significant

Table 6 demonstrates that leadership performance has a statistically significant effect on public service quality. The F-test yielded a value of 85.412 with a significance level below 0.001, indicating that the proposed hypothesis is accepted. Furthermore, the coefficient of determination ($R^2 = 0.947$) shows that leadership performance explains 94.7% of the variance in public service quality, while the remaining 5.3% is attributable to other factors not included in this study. The multiple correlation coefficient ($R = 0.973$) also indicates a very strong relationship between the two constructs.

Conclusions

The study examined the effect of leadership performance on the quality of public services in the family planning service in one local government agency in Indonesia. Descriptive analysis showed that leadership performance and quality of public service were perceived to be at a good level with the overall mean scores of 3.77 and 3.95 respectively. Furthermore, the hypothesis testing indicated that the leadership performance positively and significantly impacts the public service quality ($F = 85.412$, $p < 0.001$) with the contribution of 94.7% of the variance of service quality ($R^2 = 0.947$). The results show that the quality of public services is critical to improve effective leadership, which is shown in work planning, the successful implementation of organizational directives, high quality of work execution and achievement of organizational targets. Therefore, building leadership capacity should be a strategic priority for local governments interested in improving the effectiveness and responsiveness of family planning services.

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