THE EFFECT OF LEADERSHIP, ORGANIZATIONAL CULTURE, AND EMPLOYEE COMPETENCIES ON THE QUALITY OF FIRE FIGHTING SERVICES AT THE FIRE AND RESCUE SUB-DEPARTMENT OFFICE OF CENTRAL JAKARTA ADMINISTRATION CITY

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Abstract

The study analyzes the influence of leadership, organizational culture, and employee competence on the quality of fire fighting services at the Fire and Rescue Sub-Department Office (The Office) of Central Jakarta Administration City. The research method is descriptive quantitative that is done using SPSS sav. Data are obtained through questionnaires to respondents from 348 people (population) with a sampling of 87 people. Stages of analysis consist of a) analysis of the frequency distribution of respondents' answers, b) test requirements analysis, and c) test the research hypothesis, which consists of simple and multiple regression analysis, partial and simultaneous t-test with F-test, and analysis of the coefficient of determination. The study shows the relationship of leadership and service quality is 0.295, organizational culture and service quality 0.375, and competence and service quality 0.085. The relationship between leadership, corporate culture, and competence,

jointly, are moderate on service quality at 0.450. Finally, the percentage of leadership, organizational culture, and competence variables explaining service quality is 17.4%, and others outside the model influence 82.6%.

Keywords*: Leadership, Organizational Culture, Competence, and Service Quality*

INTRODUCTION

Background

Jakarta has a vital role as the center of government, trade, industry, business, and services. During the day, Jakarta is inhabited by 12 million people, while at night, it reaches 8.52 million people, according to the DKI Jakarta Provincial Central Statistics Office in 2009.

Regional Regulation Number 10 of 2008, concerning the Organization of Regional Apparatuses of the DKI Jakarta Province and the Decree of the Governor of the Province of the Special Capital Region of Jakarta Number 9 of 2009, concerning the Organization and Work Procedure of the DKI Jakarta Provincial Fire and Rescue Office, mandates the Provincial Government to resolve problems in the fire sector. Besides fire prevention and life-saving efforts, the Office has to extinguish fires.

Although within five years it has been able to reduce the number of victims due to fires, especially those injured, the Office is still faced with community complaints, especially in fire-prone areas. On the other hand, the number of fires and other natural disasters continued to increase, from 1,047 people (2016), 2,055 (2017), 1,528 (2018), and 1,355 (2019).

The Office must have a robust, distinctive, and positive organizational culture in encouraging organizational success as a public organization. The executive leaders have the responsibility to transform corporate culture into related work units. It is intended that all sectors, including human resources, have a sense of belonging and responsibility.

The researchers' observations show that employees are less able to do their duties, so they ask other employees who are not in their fields to help do the task. Employees' inability to work causes the work to be ineffective so that the service is not optimal. The researchers are interested in researching "The Influence of Organizational Culture Leadership and Employee Competence on the Quality of Fire Fighting Services at the Fire and Rescue Sub-Department Office of Central Jakarta Administration City" based on the problems found.

Purpose of the study

Many variables are considered to affect the quality of service. In this study, the researchers limited the service quality variables. The purposes of the study are to evaluate and analyze how much influence the leadership, organizational culture, employee competence, and the three variables, jointly, have on the quality of fire fighting services.

LITERATURE REVIEW

Leadership

Leadership problems have arisen since humans realized the need for leaders who have superiority over others. [1], in Leadership and Organizational Behavior, defines leadership as a process to direct, motivate, influence, and organize people and activities to achieve goals. In addition, leadership is also helpful in maintaining cooperative relationships with people outside the organization.

According to [2], [3], [4], and [5], leadership is how a leader influences employees to work together effectively and efficiently to produce the best outcome in certain situations.

Furthermore, [6] in Government Management argues that there are several definitions of leadership as an essential subject of management and administrative science, namely as an activity in leading and a human-oriented process, where leaders must regulate and influence others to achieve common goals.

[7] states that the main functions of leadership can be distinguished as instructive, consultative, participatory, delegation, and control functions.

Organizational culture

According to [8]culture is not a material phenomenon consisting of objects, people, behavior, or emotions, but rather an organization. Referring to the concept of organizational culture described by [9], the idea of organizational culture has a dual function. The first function is to help individuals or groups to adjust to the place where they are, and the second function is to adapt to the surrounding environment.

[10] says that culture is a value system embraced by someone who supports the culture and includes an abstract conception of the values held by an organization adopted from other organizations either through reinventing or re-organizing. [11]defines it as the same model of thinking adopted by the employee to find solutions through external and internal integration that work well and are valid.

In terms of function, [12]states that organizational culture has at least five parts: conflict management, teamwork oversight, maximizing assurance, motivation, and competitive advantage. In this regard,[13]says that organizational culture has several functions, namely differentiation, identity for its members, driving commitment to growth in something broader than individual self-interest, and increasing the stability of the social system.

Competence

Quality human resources have high competence and skills that can advance the company. A company's success in its operational activities cannot be separated from its human resource management [14].

[15] states that capability is a personal skill that can support the creation of an organization's competitive advantage. Government Regulation No. 101 of 2000, quoted by [16], defines the ability of civil servants reflected in knowledge, attitudes, and behaviors required in completing responsibilities .

[17], argue that capableness allows workers to reveal self-asserting performance in specific jobs, roles, or situations. It is the ability to deliver the excellent performance demanded by the job.

Furthermore, according to [18], it is influenced by internal and external factors: innate talents, attitudes, motives, values, perspectives, knowledge possessed both formal and non-formal, skills or skills or skills or expertise possessed, and the daily environment.

Lastly, there are five components of competence, according to [19], quoted by [20] namely Motives, Traits, Self-concept, Knowledge, and Skill.

Service

Public services are government responsibilities to the community. Sinambela (2011) defines it as serving the community's needs under available regulations. [21] argues that it is a dynamic condition where the quality assessment is determined in the delivery.

The Decree of the Minister of Empowerment of State Apparatus No. 63 of 2004, concerning General Guidelines for the Implementation of Public Services, states that Government Agencies, State-Owned, and Regional-Owned Enterprises are responsible for it. The services are based on the characteristics and nature of administrative, goods, and general assistance.

Assessing service quality can be seen from all dimensions that exist. According to [22], there are five main dimensions: Concrete, Understanding, Responsiveness, Dependability, and Assurance.

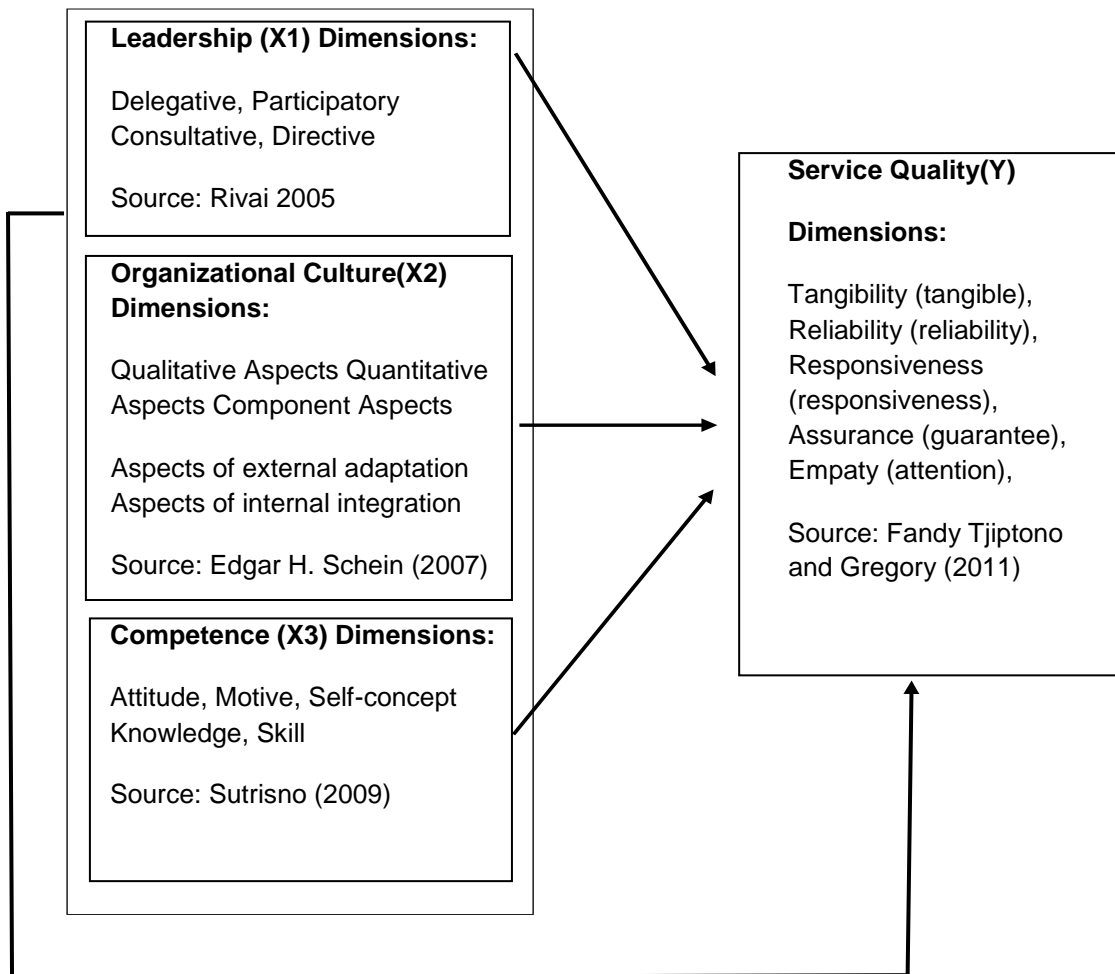## FRAMEWORK OF THINKING

1   Framework of thinking

Figure 4.1 Framework of thinking

Research Hypothesis

The hypotheses of the study are as follows:
1. Leadership (X1) has a positive impact on service quality (Y).
2. Organizational Culture (X2) significantly influences service quality (Y).
3. Employee Competence (X3) positively control service quality (Y).
4. Leadership (X1), Organizational Culture (X2), Employee Competence (X3) concurrently have a meaningful encounter with Service Quality (Y).

RESEARCH METHOD

Research Approach

The approach of this study is quantitative. [23]suggests that quantitative research is a path that is demanded to strengthen numbers. Meanwhile, the type used is correlational research, designed to judge the level of relationship between different values of the correlation coefficients, according to [23].

Variable Operations

Leadership is a management function that also determines whether or not organizational goals are achieved. Organizational culture is a system of shared meaning held by members that distinguish an organization from other organizations. Meanwhile, service quality is the interaction between a person or a particular group that meets the needs.

1. Data collection technique

Data collection techniques are carried out using observation, questionnaires, and documentation. Primary data is obtained from observations made directly from direct observations, interviews, and questionnaires distributions to related parties on the object of research[24]. In comparison, secondary information is indirectly collected from other people or documents .

2. Sampling Technique

According to [25], the population consists of objects or individuals who have specific characteristics to be studied. Based on this understanding, the population of this study is employees of the Central Jakarta Administration City of Fire and Rescue Office, totaling 88 employees.

The sample in this study is all employees totaling 87 people (88 minus researchers). The researchers use [25] opinion, which states that they should be taken as samples if the population is < 100. If the population is > 100, a minimum of 25%-30% is taken to determine the number of samples.

3. Data Analysis Technique

Researchers test the validity and reliability of data using SPSS 23.0. Testing the validity of the questionnaire used the Product Moment correlation technique [24] with the following statistical formula:

$$r = \frac{n \Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{n\Sigma X2 - (\Sigma X)2\}\{n\Sigma Y2 - (\Sigma Y)2\}}}$$

Where:

r = Correlation coefficient

n = number of samples

X= Item score

Y= Total score

Reliability testing shows consistency if repeated two or more times. Researchers use the Alpha Cronbach technique with the available program.

The researchers also test the classical assumptions used to maintain the accuracy of the regression results obtained. The tests carried out are Normality, Heteroscedasticity, and Multicollinearity Assumptions Tests.

Furthermore, the researchers conducted a quantitative analysis using the Chi-squared test method and multiple regression to process and organize the data and formulate the results to be read and interpreted. It is used to figure out the impact of leadership and organizational culture on service quality by using the following formula:

$Y = a + b1X1 + b2X2 + e$

Where:

Y = Service Quality

a = Constant

b, b1, b2 = Regression coefficient

X1 = Leadership

X2 = Organizational Culture

e = Predicate error (error)

In this study, multiple regression analysis is used to answer Hypothesis 1 and 2 by using the following stages:

1. Analysis of the R^2

2. Hypothesis Analysis

a. Regression Coefficient Test

b.   F Test or Equation Significance Test.

3. Coefficient of Determination (R^2)

This research was conducted at the Fire and Rescue Office of Central Jakarta Administration City with a research schedule from December 2020 - January 2021.

RESEARCH RESULTS AND DISCUSSION

Respondent Classification

Table 6.1

Classification of Respondents by Gender

Gender	Total	Percentage (%)
Man	82	94
Woman	5	6
Amount	87	100,00

Source: Research Results, 2021

Table 6.2

Classification of Respondents by Education Level

Education	Total	Percentage (%)
Graduate	5	1,6
Undergraduate	24	15,6
Diploma	15	31,2
High School	43	51,6
Amount	87	100

Source: Research Results, 2021

Table 6.3

Classification of Respondents by Rank/Class

Rank/Class	Total	Percentage (%)
Class II	48	55.7
Class III	38	43.4
Class IV	1	0.9
Amount	87	100.00

Source: Research Results, 2021

Description of Research Variables

Descriptive Analysis of Leadership Variables

Table 6.4

Descriptive Table of Respondents' Responses to Leadership

No	Criteria	Outcome					Total*	Index**	Category
		1	2	3	4	5			
1	Emphasis on one-way communication	0	0	24	42	21	87	69	Strong
		0	0	72	168	105	345		
2	Limiting the role of subordinates	0	2	28	37	20	87	67.2	Strong
		0	4	84	148	100	336		
3	Giving orders	0	2	23	23	39	87	72	Strong

No	Indicator	1	2	3	4	5	Total*	Index**	Category
		0	4	69	92	195	360		
4	Leadership Responsibilities Keputusan	0	4	24	40	19	87	67	Strong
		0	8	72	160	95	335		
5	Two-way communication	0	4	27	35	21	87	66.8	Strong
		0	8	81	140	105	334		
6	Hear the opinions and complaints of subordinates	0	2	35	33	17	87	65.2	Strong
		0	4	105	132	85	326		
7	Joint decision making	0	2	30	36	19	87	66.6	Strong
		0	4	90	144	95	333		
8	Two-way communication	0	0	29	37	21	87	68	Strong
		0	0	87	148	105	340		
9	Pay attention to subordinates	0	2	29	19	37	87	70.4	Strong
		0	4	87	76	185	352		
10	Don't underestimate the abilities of subordinates	0	1	30	25	31	87	69.4	Strong
		0	2	90	100	155	347		
11	Democratic in nature	0	0	40	26	21	87	65.8	Strong
		0	0	120	104	105	329		
12	Delegate decision making	0	0	37	23	27	87	67.6	Strong
		0	0	111	92	135	338		
	Total							815	
	Average							67,92	Strong

Source: primary data processing, 2021
Information:
*: The number of accumulated answer frequencies multiplied by the score
**: Total divided by the score

Based on the descriptive results of respondents' responses to leadership, the average value of 67.92 lies in the strong category range.

Descriptive Analysis of Organizational Culture Variables

Table 6.5
Descriptive Table of Respondents' Responses about Organizational Culture

No	Indicator	Score					Total*	Index**	Category
		1	2	3	4	5			
1	Work process	0	0	30	17	40	87	71.6	Strong
		0	0	90	68	200	358		
2	Work quality	0	0	19	44	24	87	70.6	Strong
		0	0	57	176	120	353		

No	Indicator	1	2	3	4	5	Total	Index	Category
3	How to get the job done	0	2	14	26	45	87	75	Strong
		0	4	42	104	225	375		
4	Work accuracy	0	0	13	39	35	87	74	Strong
		0	0	39	156	175	370		
5	Sense of trust among fellow members organization	0	0	18	35	34	87	72.8	Strong
		0	0	54	140	170	364		
6	The ability of employees to adapt to the external environment	0	1	13	33	40	87	74.6	Strong
		0	2	39	132	200	373		
7	The ability of employees to respond to patterns of cooperative relationships from outside	0	3	13	22	49	87	75.6	Strong
		0	6	39	88	245	378		
8	Unification of culture from outside	0	0	12	29	46	87	76.4	Strong
		0	0	36	116	230	382		
9	Merging member characters	0	0	11	27	49	87	77.2	Strong
		0	0	33	108	245	386		
	Total							667.8	Strong
	Average							74.2	

Source: primary data processing, 2021
Information:
*: The number of accumulated answer frequencies multiplied by the score
**: Total divided by the score

Based on the descriptive results of respondents' responses about organizational culture, the average value of 74.2 lies in the strong category range.

Descriptive Analysis of Competency Variables

Table 6.6

Descriptive Table of Respondents' Responses on Competence

No	Indicator	Score					Total*	Index*	Category
		1	2	3	4	5			
1	Task orientation	0	0	17	50	20	87	70.2	Strong
		0	0	51	200	100	351		
2	Impact and influence	0	0	23	42	22	87	69.4	Strong
		0	0	69	168	110	347		
3	Initiative	0	0	20	24	43	87	74.2	Strong
		0	0	60	96	215	371		

4	Teamwork	0	1	24	46	16	87	67.6	Strong
		0	2	72	184	80	338		
5	Building togetherness	0	2	25	36	24	87	68.6	Strong
		0	4	75	144	120	343		
6	Self-confident	0	2	29	36	20	87	67	Strong
		0	4	87	144	100	335		
7	Self-control	0	1	28	38	20	87	67.6	Strong
		0	2	84	152	100	338		
8	Have self skills	0	0	27	40	20	87	68.2	Strong
		0	0	81	160	100	341		
9	Find information	0	2	24	21	40	87	72	Strong
		0	4	72	84	200	360		
10	Technical skill	0	2	17	34	34	87	72.2	Strong
		0	4	51	136	170	361		
11	Thinking analysis	0	0	32	33	22	87	67.6	Strong
		0	0	96	132	110	338		
12	Conceptual thinking	0	0	18	41	28	87	71.6	Strong
		0	0	54	164	140	358		
Total								836.2	
Average								69.68	Strong

Source: primary data processing, 2021
Information:
*: The number of accumulated answer frequencies multiplied by the score
**: Total divided by the score

Based on the descriptive results of respondents' responses to competence, the average value of 69.68 lies in the strong category range.

Descriptive Analysis of Service Quality Variables

Table 6.7

Descriptive Table of Respondents' Responses on Service Quality

No	Indicator	Score					Total*	Index**	Category
		1	2	3	4	5			
1	Completeness	0	0	17	33	37	87	73.6	Strong
		0	0	51	132	185	368		
2	Cleanliness	0	0	18	11	58	87	77.6	Strong
		0	0	54	44	290	388		
3	Condition	0	0	27	27	33	87	70.8	Strong
		0	0	81	108	165	354		
4	Service suitability	0	1	20	34	32	87	71.6	Medium
		0	2	60	136	160	358		
5	Officer ability	0	0	23	19	45	87	74	Strong
		0	0	69	76	225	370		
6	Complaint handling	0	0	18	37	32	87	72.4	Strong
		0	0	54	148	160	362		

7	Staff friendliness	0	0	23	25	39	87	72.8	Strong
		0	0	69	100	195	364		
8	Officer alertness	0	0	37	15	35	87	69.2	Strong
		0	0	111	60	175	346		
9	Trust	0	0	17	45	25	87	71,.	Strong
		0	0	51	180	125	356		
10	Individual service	0	0	10	32	45	87	76.6	Strong
		0	0	30	128	225	383		
11	Treatment	0	1	16	29	41	87	74.2	Strong
		0	2	48	116	205	371		
12	Attitude	0	1	7	33	46	87	77	Strong
		0	2	21	132	230	385		
13	Communication	0	0	17	35	35	87	73.2	Strong
		0	0	51	140	175	366		
Total								954.2	
Average								73.4	Strong

Source: primary data processing, 2021
Information:
*: The number of accumulated answer frequencies multiplied by the score
**: Total divided by the score

Based on the descriptive results of respondents' responses to service quality, the average value of 73.4 lies in the strong category range.

Data Validity Test

Table 6.8

Table of Validity Test Results for X1

Statement Item Number	Corrected Item-Total Correlation (rcount)	Rtable (n=87)	Result
X1_1	0.840	0.211	Valid
X1_2	0.889	0.211	Valid
X1_3	0.809	0.211	Valid
X1_4	0.885	0.211	Valid
X1_5	0.854	0.211	Valid
X1_6	0.914	0.211	Valid
X1_7	0.876	0.211	Valid
X1_8	0.766	0.211	Valid
X1_9	0.737	0.211	Valid
X1_10	0.610	0.211	Valid
X1_11	0.839	0.211	Valid
X1_12	0.848	0.211	Valid

Source: Primary data processing

The above list shows that all research questions are good.

Table of Validity Test Outcome for X2

Statement Item Number	rcount	rtable (n=87)	Outcome
X2_1	0.682	0.211	Good
X2_2	0.709	0.211	Good
X2_3	0.640	0.211	Good
X2_4	0.795	0.211	Good
X2_5	0.886	0.211	Good
X2_6	0.890	0.211	Good
X2_7	0.795	0.211	Good
X2_8	0.775	0.211	Good
X2_9	0.728	0.211	Good

Source: Primary data processing, 2021

The outcome above shows that all the questions for X2 obtain a calculated r-value more significant than the r_{table}. So, the research question is good.

Table of Validity Test Results for X3

Statement Item Number	rcount	rtable (n=87)	Result
X3_1	0.780	0.211	Valid
X3_2	0.759	0.211	Valid
X3_3	0.758	0.211	Valid
X3_4	0.826	0.211	Valid
X3_5	0.825	0.211	Valid
X3_6	0.910	0.211	Valid
X3_7	0.800	0.211	Valid
X3_8	0.767	0.211	Valid
X3_9	0.682	0.211	Valid
X3_10	0.644	0.211	Valid
X3_11	0.780	0.211	Valid
X3_12	0.818	0.211	Valid

Source: Primary data processing, 2021

Table 6.11

Table of Validity Test Results for Y

Statement Item Number	Rcount	rtable (n=87)	Result
Y_1	0.791	0.211	Good
Y_2	0.462	0.211	Good
Y_3	0.660	0.211	Good
Y_4	0.816	0.211	Good
Y_5	0.802	0.211	Good
Y_6	0.808	0.211	Good
Y_7	0.698	0.211	Good
Y_8	0.761	0.211	Good
Y_9	0.763	0.211	Good
Y_10	0.862	0.211	Good
Y_11	0.867	0.211	Good
Y_12	0.879	0.211	Good
Y_13	0.827	0.211	Good

Source: Primary data processing, 2021

All the numbers above show that for all of the statement items of Y. The value of the r_{count} is higher than the r_{table}. So, the research statement is coherent.

Data Reliabilty Test

Table 6.12

Table of Reliability Test Results

Variable	Alpha Cronbach	Comparison Value	Description
Leadership	0.955	0.600	reliable
Organizational culture	0.909	0.600	reliable
Competence	0.939	0.600	reliable
Service quality	0.938	0.600	reliable

Source: primary data processing, 2021

Based on the table above, all Cronbach's values are more significant than the comparison value of 0.600. Therefore, all questionnaires for Leadership (X1), Organizational Culture (X2), Competence (X3), and Service Quality (Y) can be declared reliable or reliable.

G. Classic Assumption Test

Normality Requirements

The Kolmogorov-Smirnov Analysis test with a significance level of 0.05 and the number of n = 87 is carried out to examine data normality. The summary of the calculations is below.

Table 6.13

Research Variable Normality Test Results One-Sample

		Unstandardized Residual
N		87
Normal Parameters a,b	Mean	0E-7
	Std. Deviation	7.83476455
Most Extreme Differences	Absolute	.057
	Positive	.043
	Negative	-.057
Kolmogorov-Smirnov Z		.530
Asymp. Sig. (2-tailed)		.941

a. Test distribution is Normal.
b. Calculated from data.

Multicollinearity Test

Table 6.14

Value Inflation Factor table (VIF)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.785	5.495		2.145	.035		
	Leadership	.244	.097	.250	2.520	.014	.974	1.026
	Organizational Culture	.495	.144	.342	3.428	.001	.966	1.035
	Competence	.008	.103	.008	.079	.937	.970	1.031

a. Dependent Variable: Service quality
Source: Primary Data, 2021

If the tolerance value is < 0.1 and VIF > 10, multicollinearity occurs. On the other hand, there is no multicollinearity if the tolerance value is > 0.1 and VIF < 10. The calculation results show that the model does not violate the assumption that multicollinearity has occurred.

Heteroscedasticity Test
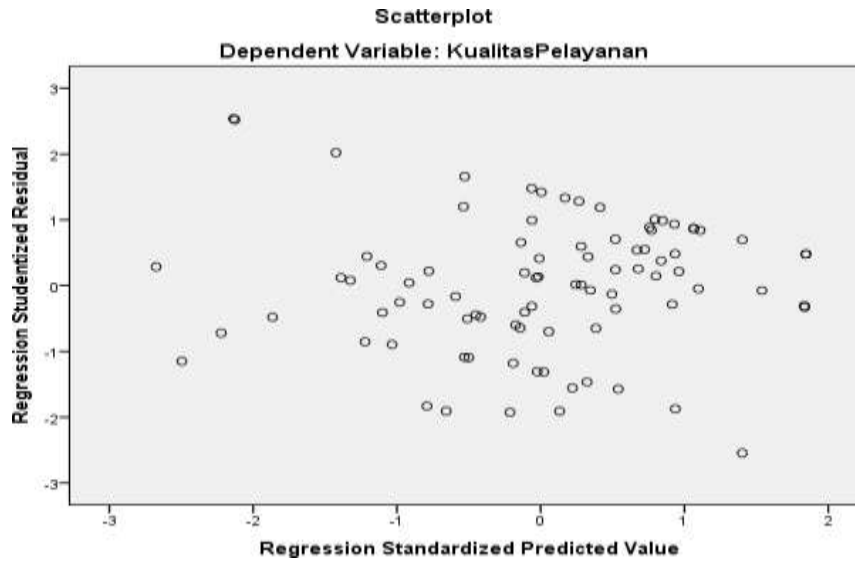
Residual Scatterplot Image

There is no clear pattern based on the plot above. The points spread above and below zero show that the existing data is homogeneous.

Data Analysis Result

Research Result Description

Table 6.15

Table of Descriptive Statistics Results

	Leadership	Organizational Culture	Competence	Service Quality
Valid	87	87	87	87
N				
Missing	10	10	10	10
Mean	35.51434	25.06247	35.42071	33.13456
Median	35.06500	25.57300	34.95600	34.11600
Mode	49.855	32.596	49.503	44.126
Std. Deviation	9.006728	6.060611	8.481230	8.775358
Range	32.357	22.602	32.102	29.589
Minimum	17.498	9.994	17.401	14.537
Maximum	49.855	32.596	49.503	44.126

Source: primary data processing, 2021

Hypothesis Test

Partial Significance Test (t-Statistical Test)

In this study, four hypotheses are proposed to determine and analyze the effect of two independent variables on the dependent variable, namely:

1) Hypothesis 1

Conducted to test whether there is an influence of leadership (X1) on service quality (Y)

Ho: b1 = 0; means that leadership (X1) does not affect service quality (Y).

Ha: b1> 0; means that leadership (X1) significantly affects service quality (Y).

- If |t-count| > t-table, then H0 is rejected, and consequently, H1 is accepted, and vice versa.

2) Hypothesis 2

Conducted to test whether there is an influence of Organizational Culture (X2) on Service Quality (Y)

Ho: b2 = 0; means that organizational culture (X2) does not affect service quality (Y).

Ha: b2>0; means that organizational culture (X2) significantly affects service quality (Y).

- If |t-count| > t-table, then Ho is rejected, and consequently, H1 is accepted, and vice versa.

3) Hypothesis 3

Conducted to test whether there is an effect of Competence (X3) on Service Quality (Y)

Ho: b2 = 0; means that competence (X3) does not affect service quality (Y).

Ha: b2 > 0; means that competence (X3) significantly affects service quality (Y).

If |t-count| > t-table, then Ho is rejected, and consequently, H1 is accepted, and vice versa.

4) Hypothesis 4

Conducted to test whether there is an effect of Leadership (X1), Organizational Culture (X2), Competence (X3) together on Service Quality (Y)

Ho: bi = 0; means that Leadership (X1), Organizational Culture (X2), and Competence (X3) simultaneously do no affect Service Quality (Y).

Ha: bi > 0; means that Leadership (X1), Organizational Culture (X2), and Competence (X3) simultaneously have a significant effect on Service Quality (Y).

If F-count > F-table, then H0 is rejected, and consequently H1 is accepted, and vice versa.

Table 6.16

Table of t Statistical Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.785	5.495		2.145	.035		
	Leadership	.244	.097	.250	2.520	.014	.974	1.026
	Organizational Culture	.495	.144	.342	3.428	.001	.966	1.035
	Competence	.008	.103	.008	.079	.937	.970	1.031

a. Dependent Variable: Service Quality

The table above shows the significant level for each independent variable. The results are as follows:

a) Test of Hypothesis 1

Based on the results of calculations as contained in the table, the t-count value is 2.520. While the t-table value at 95% Confidence Interval with a degree of freedom (df) = 83 is 1.989. Thus, when compared between the t-count value (2.520) and the t-table value (1.989), the t-count value is greater than the t-table value, Ho is rejected, and consequently, H1 is accepted. The results of hypothesis testing indicate that leadership affects service quality.

b) Test of Hypothesis 2

Based on the results of calculations as contained in the table, the t-count value is 3.428. While the t-table value at 95% Confidence Interval with a degree of freedom (df) = 83 is 1.989. Thus, when compared between the t-count value (3.428) and the t-table value (1.989), the t-count value is greater than the t-table value, Ho is rejected, and consequently, H1 is accepted. The results of the hypothesis test show that Organizational Culture has a significant effect on service quality.

c) Test of Hypothesis 3

Based on the results of calculations as contained in the table, the t-count value is 0.079. While the t-table value at 95% Confidence Interval with a degree of freedom (df) = 83 is 1.989. Thus, when compared between the t-count value (0.079) and the t-table value (1.989), the t-count value is smaller than the t-table value, Ho is accepted, and consequently, H1 is rejected. The results of the hypothesis test show that competence does not affect service quality.

B. Simultaneous Significant Test (Statistical F Test)

The F statistical test aims to determine the effect of the independent variable simultaneously or simultaneously on the dependent or dependent variable. The criteria used are if the calculated F value > F table, then H0 is rejected, and consequently, H1 is accepted, and vice versa. From the results of data analysis, the simultaneous significant Test (F statistic test) can be seen in the table below:

Table 6.17

Table of F Statistical Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	1343.610	3	447.870		
1	Residual	5278.984	83	63.602	7.042	.000b
	Total	6622.594	86			

The table above shows that the calculated F value is 7.042, while the magnitude of F-table with degrees of freedom (df) 3 and 83 at (0.05) is 2.71. Thus, the value of F-count (7.042) > F table (2.71). It means that H0 is rejected and consequently H1 is accepted, then Leadership, Organizational Culture, and Competence together affect Service Quality.

Table 6.18

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.450a	.203	.174	7.975100	1.961

The magnitude of the influence of Leadership, Organizational Culture, and Competence on the Service Quality variable is 0.450. It indicates that the strong relationship between Leadership, Organizational Culture, and Competence on the Service Quality variable is moderate. The percentage of Leadership, Organizational

Culture, and Competence variables that can explain Service Quality is 17.4%, and the remaining 82.6%% is influenced by other variables not included in the model.

Regression Equation

Table 6.19

Simultaneous Coefficient Table

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
	(Constant)	11.785	5.495		2.145	.035		
	Leadership	.244	.097	.250	2.520	.014	.974	1.026
1	Organizational Culture	.495	.144	.342	3.428	.001	.966	1.035
	Competence	.008	.103	.008	.079	.937	.970	1.031

a. Dependent variable: Service quality

Regression Equation::
$\hat{Y}$= 11,785 + 0,244 X1 + 0,495 X2 + 0,008X3
where,
Y = Service Quality
X1 = Leadership
X2 = Organizational Culture
X3 = Competence
D. Correlation Analysis

Table 6.20

Table of Research Variable Correlation Coefficient Matrix

		Leadership	Organizational Culture	Competence	Service Quality
Leadership	Pearson Correlation	1	.130	.111	.295**
	Sig. (2-tailed)		.231	.306	.005
	N	87	87	87	87
Organizational Culture	Pearson Correlation	.130	1	.145	.375**
	Sig. (2-tailed)	.231		.180	.000
	N	87	87	87	87
Competence	Pearson Correlation	.111	.145	1	.085
	Sig. (2-tailed)	.306	.180		.433
	N	87	87	87	87
Service Quality	Pearson Correlation	.295**	.375**	.085	1
	Sig. (2-tailed)	.005	.000	.433	
	N	87	87	87	87

The table above shows that:

- The correlation between Leadership and Service Quality is 0.295. It indicates that the relationship between leadership and service quality is low.
- The correlation between Organizational Culture and Service Quality is 0.375. This value indicates that the relationship between Organizational Culture and Service Quality is low.
- The correlation between Competence and Service Quality is 0.085. This value indicates that the relationship between competence and service quality is very low.

Discussions

1. Influence of Leadership on Service Quality:

Based on the results of the accumulation of the questionnaire answers that have been collected from respondents, then analyzed using the SPSS program shows the Leadership variable (X1) affects service quality (Y). The t-count value evidences it on the Leadership variable (X1) of 2.520 and the t-table value of 1.989. So the value of t-count > the value of t-table. The hypothesis test results show that H0 is rejected and H1 is accepted. From these results, it can be said that leadership has a significant effect on service quality, with the magnitude of the influence of leadership on service quality of 0.295. That is, the correlation between Leadership and Service Quality is low.

2. The Influence of Organizational Culture on Service Quality

Based on the results of the accumulation of the questionnaire answers that have been collected from respondents, then analyzed using the SPSS program shows that the variable Organizational Culture (X2) has a significant effect on Service Quality (Y). The t-count value evidences this on the Organizational Culture variable (X2) of 3.428 and the t-table value of 1.989. So the value of t-count > the value of t-table. The hypothesis test results show that H0 is rejected and H1 is accepted. From these results, it can be said that Organizational Culture affects Service Quality, with the magnitude of the influence of 0.375. It means that the correlation between Organizational Culture and service quality is low.

3. The Influence of Competence on Service Quality

The accumulated questionnaires collected from respondents, then analyzed using the SPSS program, show that the Competency variable (X3) does not affect service quality (Y). The t-count value evidences this on the Competence variable (X3) of 0.079 and the t-table value of 1.989. So the value of t-count < value of t-table. The hypothesis test results show that H0 is accepted and H1 is rejected. From these results, it can be said that competence does not affect Service Quality, with the magnitude of the influence of Competence on Service Quality of 0.085. It means that the correlation between Competence and Service Quality is very low.

4. The Effect of Leadership, Organizational Culture, and Competence Together on Service Quality

The results of data processing show that the variables of Leadership (X1), Organizational Culture (X2), and Competence (X3) together affect the quality of services (Y). The test results indicated by the calculated F value is 7.042, and the significance level is 0.000, while the F table value is 2.71. Because the computed F value (7.042) is greater than the F table (2.71) and the significance level is 0.000 less than the significance probability = 0.05, H0 is rejected, and H1 is accepted. So, it can be said that Leadership, Organizational Culture, and Competence jointly affect the quality of service, and the magnitude of the influence is 0.450. It means that the relationship between Leadership, Organizational Culture, and Competence on the service quality variable is moderate. The percentage of leadership, organizational culture, and competence variables that can explain service quality is 17.4%, and the remaining 82.6% is influenced by other variables not included in the model.

CONCLUSIONS AND SUGGESTIONS

Conclusions

From the results of the research conducted and the results of the discussion, the authors try to put forward conclusions and suggestions as input:

1. Leadership has a positive and significant effect on service quality of 0.295 (29.5%). In other words, the better the implementation of leadership, the better the quality of service.

2. Organizational Culture has a positive and significant effect on Service Quality of 0.375 (37.5%). The better the application of culture in the organization, the better the quality of service.

3. The competence of officers has a positive and significant effect on service quality of 0.085 (8.5%). In other words, the better the competence of officers, the better the quality of service.

4. Leadership, organizational culture, and officer competence have a positive but not significant effect simultaneously on the quality of service. In other words, the better the implementation of leadership and competence of officers, the better the quality of service.

Suggestions

From the conclusions above, some suggestions can be given as follows:

1. Conducting leadership better by further confirming sanctions for non-achievement of work standards made by employees.

2. Consistently strengthen the work culture within the organization to improve the quality of fire and other disaster services to the community.

3. Involve employees in training on fire management.

4. Improve the quality of service by enhancing communication skills and the ability of officers to provide services, increasing the attitude, attention, and responsibility.

5. The Office provides supporting facilities and infrastructure and responsibilities that employees can understand so that the quality produced by employees can be following Office expectations.

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