

STRATEGY TO STRENGTHENING SERVICE QUALITY THROUGH DEVELOPING SERVICE LEADERSHIP AND TEAMWORK PATTERNS

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Abstract

This study aims to describe the strategy to strengthening service quality through the development of serving leadership and teamwork patterns. This research was conducted at Private Junior High School at Jasinga District in Bogor, Indonesia. The population of the study was 168 teachers and a sample of 118 teachers. The results showed that there was a very strong and very significant positive relationship between serving leadership and service quality with a correlation coefficient $\rho_{yx1} = 0.984$; there is a very strong and very significant positive relationship between teamwork patterns and teacher service quality with a correlation coefficient $\rho_{yx2} = 0.976$, and there is a very strong and very significant positive relationship between leadership in serving and patterns of teamwork (teamwork) together- the same as the quality of service with the correlation coefficient $\rho_{yx3} = 0.978$. This shows that the quality of service can be improved through serving leadership and teamwork patterns. Based on the results of the SITOREM Analysis, indicators of serving leadership variables identified, teamwork patterns and service quality were found to be 3 indicators that were in good condition so that they remained, namely: 1) appreciation of group performance, 2) group cohesiveness, 3) decisions together, 4) guarantee

Keywords:

Service Quality; Serving Leadership; Teamwork Pattern

1. Introduction

Quality is a dynamic condition related to services, people, processes, and the environment that meet or exceed what is expected. Quality of service to customers is a service that supports the core product of a company. Service is an inseparable part of products and services.

The principal is a true leader, not only having a heart or character but also must have a series of leadership methods in order to be an effective leader. Lots of leaders have the qualities of the first aspect, namely the character and integrity of a leader, but when they become a formal leader, they are not effective at all because they do not have good leadership methods.

Effective leadership starts with a clear vision. This vision is a power or force to make changes, which encourages a powerful creative explosion process through the integration and synergy of various skills of the people in the organization.

The quality of the process also depends on the quality of services available. Among the services that will affect the quality of the process are the availability of learning facilities and infrastructure. Besides, the safe, comfortable, friendly, and pleasant atmosphere created by the leader will also greatly affect the quality of service from teachers to students. low quality of service is the contributing factor is teamwork. Teamwork is a necessity in realizing work success. Teamwork will be a driving force that has energy and synergy for individuals who are members of teamwork. Without good cooperation, there will be no bright ideas. Cooperation is the synergy of the strengths of several people in achieving one desired goal. Cooperation will unite the power of ideas that will lead to success.

2. Quality of Service

According to Kotler, JP (2000: 438-440) service quality is the ratio between the quality received (perceived quality), after receiving the service, and the expected quality. The factors that indicate an indication of service quality are (1) consistent, (2) responsive, (3) assurance, (4) attention, (5) utilization of facilities and infrastructure. In line with Paul Baines, Chris Fill, and Kelly Page (2011: 503-505) stated that service quality is the customer's perception of the difference between the service received compared to the service expected.

J. Supranto (2005: 231) suggests that service quality is a result that must be achieved and carried out with an action. Fandy Tjiptono (2005: 192) also argues that service quality is a dynamic condition that is closely related to products, services, human resources, and processes and the environment that can at least meet or even exceed the expected service quality. In line with Nasution (2004: 114), it is said that service quality is an expected level of excellence, and related to this is control measures over this level of excellence to meet consumer expectations. Hardiansyah (2011: 40) also stated that service quality is related to the fulfillment of customer expectations / needs, where service is said to be of quality if it can provide products and services (services) according to customer needs and expectations.

Lupiyoadi, and A. Hamdani. (2006: 192) argues that service quality is how far the difference is between the expectations and the reality of customers for the services they receive. For A.Usmara (2003: 94) states that service quality is an attitude based on the comparison of the expectation of consumer service quality with the company's perceived performance by consumers.

Based on the theory above, service quality is synthesized is the teacher's perception of the comparison between perceived quality, after receiving the service, and the expected quality which is closely related to products, services, human resources, and processes and the environment according to customer needs and expectations.

3. Servant Leadership

According to Dierendonck, Dirk van (2011: 1228-1261) serving leadership is the behavior of a leader who prioritizes service, namely service that arises from a person's desire to serve others, which aims to make the individuals served to grow (grow), healthy (health), independent (autonomous), and have a soul to serve. In line with Adam Focht (2015: 44-60), serving leadership is initiated from the desire to provide services to individuals (subordinates), and then aspirations develop to direct individuals to certain goals. In other words, it is the behavior of the leader which is based on the desire to serve, and is driven by efforts to direct other individuals to certain goals.

Greenleaf (2006: 300-326) argues that servant leadership is someone who becomes a servant first. Starting from the natural feeling that someone who wants to serve must first serve. Then conscious choice leads someone to take the lead. Spears also stated that Larry (2000: 25-30), servant leadership is a leader who prioritizes service, starting with the natural feeling of someone who wants to serve and to put service first. Furthermore, consciously, this choice brings aspiration and encouragement in leading others.

According to Trompenaars (2009: 190), servant leadership is a management style in terms of leading and serving in harmony, and there is interaction with the environment. A servant leader is someone who has a strong desire to serve and lead, and the most important thing is to be able to combine the two as things to strengthen each other positively. Lantu, D., et al. (2007) servant leadership is leadership that comes from the heart to serve employees of a company, customers, and the entire community. In line with Stone, R.D. (2002: 255) argues that serving leadership is a leader who serves and meets the needs of other parties optimally by developing individual attitudes around him in the hope of having the same attitude to serve well.

Patterson, K. A. (2003: 10) servant leader is a guide in terms of goodness that describes the leader in the form of attitudes, characteristics and behavior. Also revealed by Sendjaya, S. and Sarros, J. C. (2002: 402-424) that servant leadership is a leader who prioritizes the needs of others, aspirations and interests of others over themselves. Servant leader commits to serve others. In line with Wong, P.T. (2003: 2-13) states that a servant leader can be defined as a leader whose main purpose in leading is to serve others by investing in developing the welfare of people who are led to complete tasks and goals for the common good.

Based on the theory above, the synthesis of serving leadership is the behavior of leaders that arises from the desire to prioritize good service, so that the individuals served can and have the soul to serve and achieve goals.

4. Teamwork Patterns

According to Stephen P. Robbins (2013: 343), the pattern of team work (teamwork or work team) is a group whose members produce group performance that is greater than the sum of individual performances. In line with J.L. Gibson, 2006 (243-245) states that group work is a group of individuals whose behavior and performance influence each other from one member to another.

R. Kreitner (2010: 310-314) explains that the pattern of team work is a group of individuals who are satisfied working in groups and each is willing to contribute to the group. Also explained by Tenner, A.R., (2000: 183) that team work is a group of people who work together to achieve the same goal and that goal will be easier to achieve by doing teamwork rather than doing it alone.

J.S. Smith and C. Correl (2010: 24-35) suggest that group work patterns are a group of individuals who feel satisfied working in a group, who have the same goals, each member contributes, and uses organizational resources effectively. Also stated by Tracy, Brian. (2006: 133) that the pattern of teamwork is an activity that is managed and carried out by a group of people who are members of an organization. Teamwork can enhance cooperation and communication within and between parts of the company.

Davis (2000) states that teamwork is the mental and emotional involvement of people in group situations that encourage them to contribute to group goals or various responsibilities for achieving goals. Jerald Greenberg & Robert A. Baron (2008: 307-312) also stated that a teamwork pattern is a group of individuals who work in groups, who have the same goals, and use organizational resources effectively.

Based on the theory above, the teamwork pattern is synthesized, which is a group of individuals to collaborate by influencing one another and contributing effectively and responsibly in carrying out tasks to achieve common goals.

5. Method

The method used in this study is a survey method with correlational techniques, which is a type of research that seeks to reveal whether there is a relationship between serving leadership and teamwork with service quality. The population used in this study was the Non-Permanent Teachers of Private Junior High School Foundation in Jasinga District with a total population of 168 teachers. The sampling technique used proportional random sampling with the Slovin formula with a sampling error of 5%. The number of samples used in the study was 118 teachers. The research data that has been collected will be analyzed using descriptive statistics and inferential statistics.

6. Results

Testing Requirements Analysis

1. Normality Test

The Standard Error of Service Quality Variable Estimation (Y) for the Serving Leadership variable (X1) obtained $L_{max} = 0.074$ while from the Liliefors table for $\alpha = 0.05$ and $n = 118$ the value of $L_{table} = 0.082$ because the value of $L_{max} < L_{table}$, then H_0 is accepted, which means that it gives the conclusion that the standard error in the estimation of service quality for serving leadership comes from a normally distributed population.

The Standard Error of Service Quality Variable Estimation (Y) for Teamwork Pattern (X2) is obtained $L_{max} = 0.009$ while from the Liliefors table for $\alpha = 0.05$ and $n = 118$ the value of $L_{table} = 0.082$ is obtained. Because the value of $L_{max} < L_{table}$, then H_0 is accepted, which means that it gives a conclusion that the standard error in estimating the quality of service for teamwork comes from a normally distributed population.

2. Homogeneity Test

The homogeneity test of the data variance of the service quality variable (Y) on serving leadership (X1) was obtained by the value $\chi^2_{count} = 3.03$, while $\chi^2_{table} = 67.50$. Homogeneous data requirements $\chi^2_{count} < \chi^2_{table}$, thus service quality (Y) and serving leadership data (X1) come from populations that have the same variance (homogeneous).

The homogeneity test of the data variance of the service quality variable (Y) on the variable teamwork pattern (X2) is obtained by the value of $\chi^2_{count} = 3.90$, while $\chi^2_{table} = 70.99$. Homogeneous data requirements $\chi^2_{count} < \chi^2_{table}$, thus service quality data (Y) and teamwork pattern data (X2) come from populations that have the same variance (homogeneous).

Hypothesis test

1. The Relationship of Serving Leadership (X1) with Service Quality (Y)

The first hypothesis proposed is "There is a positive relationship between serving leadership and service quality. Based on the results of simple linear regression analysis X1 and Y, the value of $b = 0.866$ and the constant value $a = 21.518$ is obtained. Thus the regression equation $\hat{Y} = 21.518 + 0.866 X_1$, the regression equation is declared linear. The data pair regression equation between serving leadership and service quality in the table above is linear because $F_{count} = 1.513 < F_{table} = 3.92$ ($\alpha = 0.05$) and 6.86 ($\alpha = 0.01$), then the regression model can be used to predict service quality variables.

From the data above, it can be concluded that the better the leadership serves the higher the service quality. The findings in this study at the same time reject H_0 who stated "there is no positive relationship between serving leadership and service quality and accepting H_1 which states that there is a positive relationship between serving leadership and service quality.

2. The relationship between teamwork (X2) and service quality (Y)

The second hypothesis proposed is "There is a positive relationship between teamwork and service quality. Based on the results of simple linear regression analysis X2 and Y, the value of $b = 0.880$ and the constant value $a = 15.519$ was obtained. Thus the regression equation $\hat{Y} = 15.519 + 0.880 X_2$, the regression equation is declared linear. Data pair regression equation between patterns teamwork with service quality in the table above is linear because $F_{count} = 1.028 < F_{table} = 3.92$ ($\alpha = 0.05$) and 6.86 ($\alpha = 0.01$), the regression model can be used to predict service quality variables.

From the data above, it can be concluded that the better the teamwork pattern (teamwork), the higher the service quality. The findings in this study at the same time reject H_0 who stated "there is no positive relationship between teamwork and service quality and accepting H_1 which states that there is a positive relationship between teamwork and service quality.

3. The relationship between Serving Leadership (X_1) and Teamwork (X_2) together with Service Quality (Y).

Based on the results of multiple regression analysis between pairs of leadership data serving (X_1) and teamwork (X_2) together with service quality (Y), it is known that the multiple regression coefficient $b_1 = 0.306$ and $b_2 = 0.571$ with a constant value of 17.511. Thus the form of the relationship between the serving leadership variable (variable X_1) and teamwork pattern (variable X_2) with service quality (variable Y) is depicted by the regression equation, namely: $\hat{Y} = 17.511 + 0.306X_1 + 0.571X_2$. Multiple correlation analysis of serving leadership data pairs and teamwork pattern with service quality resulted in multiple correlation coefficient $r_{y.1.2}$ of 0.975. The summary of the results of the multiple correlation analysis between serving leadership and teamwork with service quality and the F test. The results of the analysis show that the correlation coefficient $r_{y.12}$ is 0.975 which means that serving leadership and teamwork have a joint relationship. the positive with the quality of service. Thus, it means that the better the leadership serves and the better the teamwork pattern (teamwork), the better the service quality.

4. Partial correlation

The results of the calculation of the partial correlation test with controller X_2 obtained a correlation coefficient of $r_{y1} = 0.104 < t_{table} = 1.980$ at $\alpha = 0.05$. This means that the relationship between serving leadership and service quality remains significant if it is controlled by teamwork patterns. In other words, the relationship between serving leadership and service quality is not significantly influenced by teamwork patterns.

The results of the calculation of the partial correlation test with controller partial correlation with controller X_1 obtained a correlation coefficient of $r_{y2} = 0.190 < t_{table} 1.974$ at $\alpha = 0.05$. This means that the relationship between teamwork and service quality remains significant when controlled by serving leadership. In other words, the relationship between teamwork and service quality is significantly influenced by serving leadership.

7. Discussion

1. The Relationship between Serving Leadership (X_1) and Service Quality (Y)

The functional relationship between serving leadership and service quality is indicated by the regression equation $\hat{Y} = 4.236 + 0.921 X_1$, which means that the constant (a) is 4.236, meaning that if leadership serves (X_1) the value is 0, then the service quality (Y) is 4.236. The functional-coefficient (b) of the serving leadership variable (X_1) is 0.921, meaning that if the serving leadership (X_1) has increased by one unit, the service quality (Y) has increased by 0.921 units.

The results showed "there is a positive and significant relationship between serving leadership and service quality". This is shown by the results of the analysis using the product-moment technique, the correlation coefficient of $r_{y.1} = 0.984$ is obtained. With a very strong level of relationship. While the contribution value (determination coefficient) of serving leadership (X_1) to service quality (Y) is calculated based on the correlation coefficient $r = 0.984$ used as the coefficient of determination, namely $r^2 = (r_{y.1})^2 = 0.968$, meaning the serving leadership variable (X_1) contributes to quality service (Y) of 96.80% and the rest by other factors.

The existence of a positive and significant relationship between serving leadership and service quality is also evidenced by previous research relevant to this study, namely Beby Olivianti and Lala M. Kolopaking (2014: pp.135-145), concluding that there is a significant positive relationship ($r_{y1.2} = 0.418$), between service leadership and service quality.

Based on the results of the above research, it can be concluded that serving leadership provides a significant contribution to service quality, the higher the serving leadership, the higher the service quality, and conversely the lower the serving leadership, the lower the service quality.

2. The relationship between Teamwork (X_2) and Service Quality (Y)

The functional relationship between teamwork and service quality is indicated by the regression equation $\hat{Y} = 15.519 + 0.880X_2$, which means that the constant (a) is 15.519, meaning that if the teamwork pattern (X_2) is 0, then the service quality (Y) the value is 15.519. The functional-coefficient (b) of the variable teamwork pattern (X_2) is 0.880, meaning that if the teamwork pattern (X_2) has increased by one unit, the service quality (Y) has increased by 0.880 units.

The results showed "there is a positive and significant relationship between teamwork and service quality". This is shown by the results of the analysis using the product-moment technique, the correlation coefficient of $r_{y.2} = 0.975$ is obtained. With a very strong level of relationship. Meanwhile, the contribution value (coefficient of determination) of the teamwork pattern (X2) to the quality of service (Y) is calculated based on the correlation coefficient $r = 0.975$ which is used as the coefficient of determination, namely $r^2 = (r_{y.1})^2 = 0.950$, meaning the variable teamwork pattern (teamwork) (X2) contributed to the quality of service (Y) by 95 the remaining% by other factors.

3. The relationship between Serving Leadership (X1) and Teamwork (X2) together with Service Quality (Y).

The functional relationship between serving leadership and teamwork patterns (teamwork) with service quality, it is shown that the multiple regression equation is $\hat{Y} = 17.511 + 0.306X_1 + 0.571X_2$. These multiple functional equations can be interpreted that the constant value (a) is 17.511, meaning that if you increase the serving leadership (X1) and improve the teamwork pattern (X2), then the service quality will be increased by 17,511. The value of b1 in the multiple functional line equation $Y = a + b_1X_1 + b_2X_2$ so $b_1 = 0.306$ means that every one unit increase in serving leadership (X1) means that it will affect the increase in service quality by 0.306 units provided that the teamwork pattern variable (X2) is constant. The value of b2 in the multiple linear equation $Y = a + b_1X_1 + b_2X_2$, so $b_2 = 0.571$ means that every one unit increase of the teamwork pattern (X2) will affect the quality of service by 0.571 units provided that the serving leadership variable (X1) is constant.

The results showed "there is a positive and very significant relationship between serving leadership and teamwork together with service quality.

Multiple correlation calculations using the product-moment correlation technique between serving leadership and teamwork together with service quality produce a correlation coefficient of $R = 0.989$, meaning that this value indicates that there is a positive relationship between serving leadership and teamwork together with the quality of teacher service.

Meanwhile, the contribution value (determination coefficient) of serving leadership (X1) and teamwork pattern (X2) on service quality (Y) is calculated based on the correlation coefficient $r = 0.975$ used as the coefficient of determination, namely $r^2 = (r_{y.1.2})^2 = 0.951$ means the serving leadership variable (X1) and the teamwork pattern (X2) contributed to the service quality (Y) by the remaining 95.10% is due to other factors.

From the results of the study it can be concluded that the serving leadership (X1) and teamwork patterns (X2) make a significant contribution to service quality (Y). The higher the serving leadership and teamwork patterns, the higher the service quality, and conversely the lower the serving leadership and teamwork patterns, the lower the service quality.

8. Conclusion

Based on the analysis of the research data, it can be concluded that there is a very significant positive relationship between serving leadership and service quality, between teamwork and service quality, and between serving leadership and teamwork together with service quality. Based on the results of this study, to improve the quality of service can be done by developing and improving service leadership and teamwork patterns.

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