P-ISSN: 2808-0467
E-ISSN: 2808-5051
Homepage: https://iss.internationaljournallabs.com/index.php/iss

POLICY, LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, CITIZEN'S PARTICIPATION ON SERVICE QUALITY IN SOUTH TANGERANG'S DISDUKCAPIL

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PAPER INFO

Received: *August 2022*
Revised: *August 2022*
Approved: *August 2022*

ABSTRACT

Background: The implementation of policies, leadership styles, organizational culture, and community participation has not been maximal in providing encouragement or can influence the employees of the Population and Civil Registration Service (*Disdukcapil*) and the community to implement various policies directly related to population and civil registration.
Aim: This study aims to analyze the effect of policy implementation, leadership style, organizational culture and community participation on the service quality of the *Disdukcapil* in South Tangerang, Banten.
Method: This study uses a quantitative method with explanatory research type, with a population of 2,164 and a research sample of 216 people. The sampling technique used is simple random sampling where the sample is taken randomly. While the data analysis method used in this research is simple linear regression analysis and multiple linear regression analysis.
Findings: There is a positive and significant effect of policy implementation on service quality by 83.8%, leadership style to service quality by 78.7% organizational culture to service quality by 75.6%, and community participation on service quality by 90.7%. While the joint implementation of policies, leadership, organizational culture, and community participation have a positive and significant impact on the service quality of *Disdukcapil* in South Tangerang by 96.6%. So that in the future, the service of *Disdukcapil* should pay attention to the importance of policy implementation factors, leadership styles, organizational culture, and community participation in the implementation of service quality so that it can run better to the community, especially in the field of population and civilians registration that are still not optimal.

KEYWORDS

policy implementation, leadership style, organizational culture, community participation, service quality

INTRODUCTION

Every human being basically needs service. Society at all times always demands quality public services from bureaucrats, although these demands are often not in line with expectations because empirically, the public services that have occurred so far are still convoluted, slow, expensive, and tired of the people who perform services (Pamungkas & Jakfar, 2022).

The Republic of Indonesia has a purpose as mandated in the Preamble to the 1945 Constitution, namely "... protecting the entire Indonesian nation and all Indonesian bloodshed and to promote the general welfare, educate the nation's life, and participate in carrying out

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world order based on independence, lasting peace and social justice..." To realize this goal, the Government strives and organizes a population and civil registration system in the context of orderly administration of national life as stipulated in the law.

Furthermore, in Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration, the state has provided a clear framework to the Government and local governments in the implementation of national Dukcapil administration. However, there are still regulations from the Government so that they can be more functional in developing science and technology by paying attention to and applying the value of service functions for the empowerment and cultivation of the nation in population administration. Therefore, to increase the nation's competitiveness in this era of globalization, it is necessary to have Dukcapil services that are able to produce Population and Civil Registration databases for the benefit of the nation and society.

The increase and demands that people want for effective and efficient and satisfying public services from government employees as public servants are increasingly popular (Arma et al., 2021). In this regard, one of the functions that must be carried out by the government is the function of public services or the function of public services related to the implementation and general tasks of government, one of which is the population system which in the implementation of many intersects with civil rights and civil rights of residents (Endah, 2018).

Thus, in order to bring government public service affairs closer and more responsive to the community, the acceleration of infrastructure development and population affairs that are of higher quality and evenly distributed to remote areas and the improvement of more productive and sustainable community economic efforts are very necessary (Nuraini, 2011), in accordance with the goals and objectives and ideals of the South Tangerang City Government. So one of the future development policies is to conduct studies, analysis, and evaluation of the functions and roles of each institutional organization to be used as material for improvement towards a more efficient and effective form of institutional organization according to the demands of development needs. The service of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City is accommodating with the present where in this pandemic *Disdukcapil* services have switched online.

Several research have discussed issues related to the ones surfaced here. For example, Aisyah (2014) discovered that leadership affects the improvement of licensing service and citizen's participation affects the government's performance. Saleh (2018) proposes the idea in which transformational leadership and transactional leadership rule the best in organization. However, the research did not bring out how leadership style, along with organizational culture, policy, and organizational culture affects, the running of an organization.

Based on the above background, the researcher felt interested in conducting this study. The purpose of this study is to analyze how much influence policy implementation has on services, the influence of leadership style on services, the influence of organizational culture on services, the influence of community participation on services, and the influence of all these variables on each other in the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province.

METHOD

This research is included in the type of quantitative research that is explanatory in nature. Researchers conducted this study at the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten. The population in this study was Bappeda employees, social services and community leaders in South Tangerang City as many as 2,164 people, with 216 people as samples based on calculations using the Slovin formula.

Table 1. Total Population and Sample Research Targets

No	Population Origin	Total	Sample
1	Bappeda	16	14
2	Dukcapil Service	48	32
3	Social Services	20	17
4	District Officials	16	14
5	Neighborhoods	54	35
6	Community Leaders	10	9
7	User Society	2.000	95
	Total	2.164	216

Source: Researcher Data

The data used are data in the form of theories put forward by experts and data obtained from related agencies on the influence of policy implementation, leadership style and organizational culture as well as community participation in the services of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City. To obtain complete data in the object of this study, two ways are used in data collection techniques, namely:

1) Literature research supported by techniques:
   a. Literature research: Research on textbooks or literature that can be used as study material in this research;
   b. Documentation study: Observation of the symptoms of the object under study, through documents in the Population and Civil Registration Service (*Disdukcapil*) and other statistical data.
2) Field research, which is carried out by means of:
   a. Questionnaire: The nature of the questionnaire asked was that the questions were closed so that the respondents only chose the answers that had been provided with the Likert scale;
   b. Interviews: In this study, data collection techniques were used with directed and systematic structured interviews.

For the Likert scale, the range of maximum score and minimum score is divided by the number of desired categories by the following formula.

$$\text{Category Score Range} = \frac{Maximum\ Score - Minimum\ Score}{5}$$

Maximum score = Highest answer score (5) Minimum score = Lowest answer score (1)

The respondents' answer scores obtained were classified according to a maximum score range of 5 and a minimum score of 1 with a range score (5-1) / 5 = 0.8. The description of the answer results refers to the indicators of each research variable with criteria 1 to 5 whose answers are adjusted to the indicators. Here's an overview of the scores for descriptive analysis.

Table 2. Indicator Assessment Criteria on Research Variables

No.	Score	Criteria
1	1.00 – 1.79	Not Good/ Very Low
2	1.80 – 2.59	Low
3	2.60 – 3.39	Good Enough/ Medium
4	3.40 – 4.19	Good/ High
5	4.20 – 5.00	Very Good/ Very High

For the data analysis process, researchers apply validity and reliability tests, normality tests, regression analysis, and hypothesis tests.

RESULTS AND DISCUSSION

First Hypothesis Testing

1) $H_0 : ß_1 = 0$: There is no significant influence between the Implementation of the Policy on The Quality of Service;
2) $H_a : ß_1 \neq 0$: There is a significant influence between policy implementation on service quality;
3) Reject H_0 and accept H_1 if $t_{table} \geq t_{count} \geq t_{table}$ or reject H_0 and reject H_1 if $t_{table} < t_{count} < t_{table}$.

T test

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Windows, the t_{count} obtained is 33,286 and the table t with df 211 at α (0.05) is 1,971 and -1,971. Thus t_{count} 33,286> t_{table} 1,971, so H_0 is rejected and H_a is accepted. This shows that Policy Implementation has a significant influence on Service Quality.

Table 3. Test Results of the Effect of X_1 on Y

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	*Std. Error*	*Beta*		
1	(Constant)	.618	.108		5.713	.000
	X1 (Policy Implementation)	.854	.026	.915	33.286	.000
a. Dependent Variable: Y (Quality of Service)						

Source: SPSS 24 for Windows

Determination Analysis

Table 4. Coefficient of Determination of Policy Implementation Variables

Model Summary				
Model	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.915[a]	.838	.837	.12669
a. Predictors: (Constant), X1 (Policy Implementation)				

Source: SPSS 24 for Windows

Based on the analysis obtained the value of the coefficient of determination of 0.838. This shows that 83.8% of the diversity of Service Quality is due to the diversity of Policy Implementation, while the remaining 16.2% is due to other variables.

Simple Linear Regression Equation

Based on the analysis obtained the value of the simple linear regression equation as follows:

$$\hat{Y} = a + b_1X_1$$

$$\hat{Y} = 0.618 + 0.841X_1$$

This linear regression equation shows that each increase of 1 value of the Policy Implementation variable can increase the Value of Quality of Service by 1,459 with the estimate of other variables constant.

Testing the Second Hypothesis

1) H_0 : ß$_2$ = 0 : there is no significant influence between Leadership Style and Service Quality;
2) H_a : ß$_2 \neq 0$: there is a significant influence between Leadership Style on Service Quality;
3) Reject H_0 and accept H_1 if $t_{table} \geq t_{count} \geq t_{table}$; or accept H_0 and reject H_1 if $t_{table} < t_{count} < t_{table}$.

T test

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Window, the t_{count} obtained is 28,118 and the t_{table} with df 211 in α (0.05) is 1,971 and -1,971. Thus t_{count} 28,118 > t_{table} 1,971 so that H_0 is rejected and Ha is accepted. This shows that Leadership Style has a significant influence on service quality.

Table 5. Test Results of the Effect of X_2 on Y

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	***Std. Error***	***Beta***		
1	(Constant)	.815	.121		6.743	.000
	X2 (Leadership Style)	.804	.029	.887	28.118	.000
a. Dependent Variable: Y (Quality of Service)						

Source: SPSS 24 for Windows

Determination Analysis

Table 6. Coefficient of Determination of Leadership Style Variables

Model Summary				
Model	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.887[a]	.787	.786	.14532
a. Predictors: (Constant), X2 (Leadership Style)				

Source: SPSS 24 for Windows

Based on the analysis obtained the value of the coefficient of determination of 0.787. This shows that 78.7% of the diversity of Service Quality is due to Leadership Style, while the remaining 21.3% is due to other variables.

Simple Linear Regression Equation

Based on the analysis obtained the value of the simple linear regression equation as follows:

$$\hat{Y} = a + b_2X_2$$

$$\hat{Y} = 0.815 + 0.804X_2$$

This linear regression equation shows that any increase of 1 value of the Leadership Style variable can increase the Service Quality value by 1,619 with the estimate of other variables constant.

Third Hypothesis Testing

1) H_0 : ß$_3$ = 0 : there is no significant influence between Organizational Culture on Service Quality;
2) H_a : ß$_3 \neq 0$: there is a significant influence between Organizational Culture on Service Quality; and
3) Reject H_0 and accept H_1 if $t_{table} \geq t_{count} \geq t_{table}$; or accept H_0 and reject H_1 if $t_{table} < t_{count} < t_{table}$.

T test

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Windows, the t_{count} obtained is 25,748 and the table t with df 211 in α (0.05) is 1,971 and -1,971. Thus t_{count} 25,748 > t_{table} 1,971 so that H_0 is rejected and Ha is accepted. This shows that Organizational Culture has a significant influence on the Quality of Service.

Table 7. Test Results of the Effect of X_3 on Y

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	***Std. Error***	***Beta***		
1	(Constant)	.440	.147		3.003	.003
	X3 (Organizational Culture)	.892	.035	.869	25.748	.000

a. Dependent Variable: Y (Quality Of Service)

Source: SPSS 24 for Windows

Determination Analysis

Based on the analysis obtained the value of the coefficient of determination of 0.756. This shows that 75.6% of the diversity of Service Quality is due to Organizational Culture, while the remaining 24.4% is due to other variables.

Table 8. Coefficient of Determination of Organizational Culture Variables

Model Summary				
Model	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.869[a]	.756	.755	.15554

a. Predictors: (Constant), X3 (Organizational Culture)

Source: SPSS 24 for Windows

Simple Linear Regression Equation

Based on the analysis obtained the values of a simple linear regression equation as follows:

$$\hat{Y} = a + b_3X_3$$

$$\hat{Y} = 0.440 + 0.892X_3$$

This linear regression equation shows that any increase of 1 value of the Organizational Culture variable can increase the Value of Service Quality by 1,332 with the estimate of other variables constant.

Testing the Fourth Hypothesis

1) H_0 : ß$_4$ = 0 : there is no significant influence between Community Participation on Service Quality;
2) H_a : ß$_4 \neq$ 0 : there is a significant influence between Community Participation on Service Quality; and
3) Reject H_0 and accept H_1 if $t_{table} \geq t_{count} \geq t_{table}$; or accept H_0 and reject H_1 if $t_{table} < t_{count} < t_{table}$.

T test

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Window, the t_{count} obtained is 45,812 and the table t with df 211 in α (0.05) is 1,971 and -1,971. Thus t_{count} 45,812 > t_{table}1,971 so that H_0 is rejected and H_a is accepted. This shows that Community Participation has a significant influence on service quality.

Table 9. Test Results of the Effect of X_4 on Y

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	***Std. Error***	***Beta***		
1	(Constant)	.031	.091		.339	.735

X4 (Community Participation)	.988	.022	.953	45.812	.000
a. Dependent Variable: Y (Quality of Service)					

Source: SPSS 24 for Windows

Determination Analysis

Based on the analysis obtained the value of the coefficient of determination of 0.907. This shows that 90.7% of the diversity of Service Quality is due to Community Participation, while the remaining 9.3% is due to other variables.

Table 10. Coefficient of Determination of Community Participation Variables

Model Summary				
Model	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.953[a]	.907	.907	.09578
a. Predictors: (Constant), X4 (Community Participation)				

Source: SPSS 24 for windows

Simple Linear Regression Equation

Based on the analysis obtained the values of a simple linear regression equation as follows:

$$\hat{Y} = a + b_4X_4$$

$$\hat{Y} = 0.031 + 0.988X_4$$

This linear regression equation shows that each increase of 1 value of the Community Participation variable can increase the Value of Service Quality by 1,021 with the estimate of other variables constant.

Testing the Fifth Hypothesis

1) H_0 : ß 1-ß$_4$ = 0 : There is no significant influence between policy implementation, leadership style, organizational culture, community participation on the quality of services of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province;
2) H_a : one or fifth $\beta \neq 0$: There is a significant influence between Policy Implementation, Leadership Style, Organizational Culture, Community Participation on the Quality of Services of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province; and
3) Reject H_0 and accept H_1 if $F_{count} \geq F_{table}$; or accept H_0 and reject H_1 if $F_{count} < F_{table}$.

Test F

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Window, the calculated F value obtained is 1507,825 and the table F with df 211 in α (0.05) is 2,414. Thus F_{count} 1507,825 > F_{table} 2,414, so H_0 is rejected and H_a is accepted. This shows that the Implementation of Policies, Leadership Styles, Organizational Culture, Community Participation in the Quality of Services of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten.

Table 11. Test Results of the Effect of $X_{1,2,3,4}$ on Y

ANOVA[a]						
	Model	***Sum of Squares***	***df***	***Mean Square***	***F***	***Sig.***
1	Regression	20.500	4	5.125	1507.825	.000[b]
	Residual	.717	211	.003		
	Total	21.217	215			
a. Dependent Variable: Y (Quality of Service)						
b. Predictors: (Constant), X4 (Community Participation), X2 (Leadership Style), X3 (Organizational Culture), X1 (Policy Implementation)						

Source: SPSS 24 for Windows

Determination Analysis

Based on the analysis obtained the value of the coefficient of determination of 0.966. This shows that 96.6% of the diversity of service quality is due to the diversity of policy implementation of leadership style, organizational culture, and community participation, while the remaining 3.4% is due to other variables.

Table 12. Coefficient of Determination

Model Summary[b]				
Model	***R***	***R Square***	***Adjusted R Square***	***Std. Error of the Estimate***
1	.983[a]	.966	.966	.05830
a. Predictors: (Constant), X4 (Community Participation), X2 (Leadership Style), X3 (Organizational Culture), X1 (Policy Implementation)				
b. Dependent Variable: Y (Quality of Service)				

Source: SPSS 24 for Windows

Multiple Linear Regression Equation

Table 13. Variable Coefficient Result $X_{1,2,3,4}$

Coefficients[a]						
	Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	***Std. Error***	***Beta***		
1	(Constant)	-.196	.058		-3.384	.001
	X1 (Policy Implementation)	.347	.036	.372	9.630	.000
	X2 (Leadership Style)	.113	.027	.125	4.244	.000
	X3 (Organizational Culture)	.304	.031	.296	9.767	.000
	X4 (Community Participation)	.280	.045	.270	6.263	.000
A. Dependent Variable: Y (Quality of Service)						

Source: SPSS 24 for Windows

Based on the analysis in testing this hypothesis obtained the double linear regression regression equation as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

$$\hat{Y} = -0.196 + 0.347X_1 + 0.113X_2 + 0.304X_3 + 0.280X_4$$

The above definition of multiple linear equations is:

1) That any increase of 1 value of the Policy Implementation variable can increase the Quality of Service by 0.347 with the estimate of other variables constant;
2) That any increase of 1 value of the Leadership Style variable can increase the Value of Service Quality by 0.113 with the estimate of other variables constant;
3) That every increase of 1 variable value of Apparatus Resources can increase the value of Service Quality by 0.304 with the estimate of other variables constant;
4) That any increase of 1 value of the Community Participation variable can increase the value of Service Quality by 0.280 with the estimate of other variables constant.

The Influence of Policy Implementation on Service Quality

Based on the results of the study, it can be concluded that there is an influence of policy implementation on the Quality of Service of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province by 83.8%, where the implementation of the policy has a significant and positive effect in improving the quality of services of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City.

Various factors in the implementation of the policy. Wibawa (1994) provides an overview in the form of a determinant chart of policy implementation, it is explained that there are four interacting with each other influencing work, namely policy content, political will, characteristics of the target group, and environmental support.

In the system pattern, a number of interacting factors rely on quality so that it can be said that implementation affects the work of employees. For the sub-system, the content of the policy, in addition to being influenced by the interaction of personnel and management resources, is also influenced by a very diverse environment and support from the political desires of power that exist in the life of the community and the region.

Policies related to national life that are in a state that changes from time to time (Ernawati & Suryani, 2013). There are times when the potential for conflict can be suppressed by efforts to create a unity of form in all aspects of national life, and there are times when conflict must be developed, in the realm of democracy for the expected empowerment. This will be a different pattern in the context of life such as the political context, state administration and local government.

The Influence of Leadership Style on Service Quality

Based on the results of the study, it can be concluded that there is an influence of Leadership Style on the Service Quality of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province by 78.7%. Leadership style has a significant and positive effect in improving the quality of services of the Population and Civil Registration Service (*Disdukcapil*) of South Tangerang City.

Changes due to global penetration resulting in a multi-dimensional crisis post modern geopolitik Indonesia has befallen our livelihoods as human beings of the Indonesian nation,

and has touched the joints of culture and the fundamental order of order (Hikam & Magnis-Suseno, 1996). Various problems in question are being sued and it is necessary to be together to care about the problems and solutions of this nation and still respect differences of differences as the value of beauty in democratic life. The influence of the world on Indonesian leadership requires leaders who have the strength of ability and political strength for the integrity of the Republic of Indonesia and the independence of the nation and the orientation of development must touch on strengthening the quality of human resources, and people's politics as a tangible manifestation of the national concept of unity and unity which is positioned as the glue for maintaining the Indonesian nation, namely the insight of the archipelago and the synergy of the central government and local governments.

The Public Work Unit is a unit that works and influences and protects the demands (Expectations and needs) that are governedin the field of public services and civil services in a government relationship (Rizki, 2017). Thus, citizens as consumers of government products face the government as producers and distributors in an equal position, that is, not under each other (Atbar, 2012). Therefore, the position of yang is indictedas a consumer very closely related to the position of sovereignty. Through its position as a sovereign, the community orders, demands and controls the government, so that public services and civil services can be felt by all times needed in accordance with adequate quantity and quality (Syahdan, 2018).

According to Rivai and Mulyadi (2006) leadership is the art of influencing and directing people in a way of obedience, trust, honor and passionate cooperation in achieving common goals. Siagian (2002) defines leadership as the skills and abilities of a person to direct and move the behavior of others, both those whose position is higher or lower than him in thinking and acting, so that attitudes and behaviors that were originally possible individualistic and egocentric turn into fraternal behaviors, in oranization leadership affects employee performance and employee performance has always been central in improving service to community.

Leadership is the art of influencing human behavior and the ability to handle humans (Moenir, 2008; Supriani et al., 2022). Leadership is a trait, process ability or concept that exists in a person so that it is obeyed and followed, and others are willing to do sincerely (Hadiyanti, 2015).

The Influence of Organizational Culture on Service Quality

Based on the results of the study, it can be concluded that there is an influence of Organizational Culture on the Quality of Service of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province by 75.6%, where Organizational Culture has a significant and positive effect in improving service quality.

Culture is continuous and is present in all aspects of life so that it includes all acceptable determinations of behaviors during a certain period of life (Hutapea, 2018). Culture is also concerned with physical forms and structures and the social environment that affect life. Kotter (2008) and Heskett (2011) define culture more formally as the totality of behavior, art, belief, institution, and all other products of work and thought that characterize a society or population transmitted together.

In the operational framework of an organization, competence makes HR able to explore the potential of other resources owned by the organization, able to streamline and streamline the

production process within the company, and able to produce products that satisfy the needs and desires of consumers (Soetrisno, 2016). The success of employee competencies in their development gives enormous authority to employees through participatory decision making. This is largely determined by the leadership and employees themselves who are directly involved in the management of the organization (Firdianti, 2018). All this ultimately provides added value to the company in the form of competitiveness advantages.

The Effect of Community Participation on Service Quality

Based on the results of the study, it can be concluded that there is an influence of Community Participation on the Quality of Services of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province by 90.7%, where Community Participation has a significant and positive effect in improving service quality.

According to Siagian (2002) democracy contains the keyword participation. Participation or participation is viewed as the same and is used interchangeably in its use. In accordance with the principle of democracy, it can be said that government belongs to the people (Desriadi, 2016).

The realization of community participation in the Quality of Service of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, the ideal is community participation or being involved in planning, implementing and evaluating the implementation of services organized by service providers so that the public knows how much participation in improving the quality of services to improve the Quality of Service of the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City. This statement is in line with what was stated by Isbandi (2007) that community participation is community participation in the process of identifying problems with educational services and the potential that exists in the community, selection and decision-making about alternative solutions to deal with problems, implementation of efforts to overcome problems, and community involvement in the process of evaluating changes that occur.

According to Wasistiono (2006) stated that participation is not only at the implementation stage but is comprehensive starting from the stages of preparation, implementation of evaluation and other utilization. From the theory stated that Community Participation has an important role and influence in determining the Quality of Service in the Population and Civil Registration Service (*Disdukcapil*) of South Tangerang City, Banten Province, this means the participation of the community in a process, namely services at the Population and Civil Registration Service (*Disdukcapil*) of South Tangerang City, Banten Province which is its right and responsibility which includes planning, implementation and evaluation in order to fulfill the basic needs of the community in accordance with the civil rights of every citizen and resident contained in the 1945 Constitution as a constitutional right that must be fulfilled by the State.

From the description above, it can be said that community participation has an important role in determining whether or not a service is qualified by the government. Community participation is necessary to maintain the quality of public services that are directly users and government agencies that provide public services, which is guaranteed by the Public Service Law, which is contained in Article 39 of the Public Service Law, it is stated that community participation is needed throughout the process of providing public services.

In connection with the foregoing, a government belonging to society will be created if bureaucrats can redefine their duties and functions. The community must be empowered so that they are able to control the services provided by the Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province with the control of the community, public services will be better because they will have a better commitment, be more concerned, and be more creative in solving problems in an effort to improve the quality of services in Population and Civil Registration Service (*Disdukcapil*) in South Tangerang City, Banten Province.

CONCLUSION

There is an influence of policy implementation on service quality by 83.8%, the influence of leadership style on service quality by 78.7%, the influence of organizational culture on service quality by 75.6%, the influence of community participation on service quality by 90.7%, and the influence of policy implementation, leadership, organizational culture, and community participation simultaneously on service quality by 96.6%. These data are the conclusions of researchers based on a study conducted at the Population and Civil Registration Service (*Disdukcapil*) of South Tangerang City, Banten.

In the future, researchers hope that the quality of services of the Population and Civil Registration Service (*Disdukcapil*) of South Tangerang City pays more attention to the factors that influence it such as policy implementation, leadership style, organizational culture, and community participation so that the implementation of services can run more optimally.

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