

Skills of Regional Head Leadership on Community Satisfaction in the Field of Health and Education in the Islands District in North Sulawesi

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ABSTRACT

The purpose of this study was to analyze the influence of the Regional Head Leadership Skills variable (X), on Community Satisfaction (Y3) with the intervening variable is Professionalism of State Civil Service (Y1), and Service Quality (Y2) in health and education in island districts in North Sulawesi. The results of the study show that: (1) the skills of regional head leadership have a positive and significant influence on the professionalism of the state civil apparatus that provides public services in the health and education fields; (2) the leadership skills of regional heads have a positive and significant influence on the quality of public services in the health and education fields, both directly and through the professionalism of the state civil apparatus; (3) the skills of regional head leadership provide a positive and significant influence on community satisfaction regarding health and education services, both directly and through the professionalism of the state civil apparatus and the quality of public services; (4) the professionalism of the state civil apparatus has a positive and significant influence on the quality of services; (5) the professionalism of the state civil apparatus has a positive and significant influence on community satisfaction, both directly and through the quality of services; and (6) the quality of services in the health and education fields has a positive and significant effect on community satisfaction.

Keywords: Regional Leadership Skills, Community Satisfaction, Professionalism of State Civil Apparatus, Service Quality, Community Satisfaction, Islands Regency, North Sulawesi.

INTRODUCTION

The Indonesian government has issued various regulations / policies related to improving the quality of public services where the highest regulation is Law No. 25 of 2009 concerning Public Services. However, various surveys show that community satisfaction with public services in Indonesia varies from region to region. Satisfaction or dissatisfaction is particularly prominent in services that have intense interactions between service recipients and service providers. In the context of public services, education and health services are two types of services whose interactions between recipients and service providers are very intense.

At the theoretical and empirical level, many factors influence people's satisfaction with public services, both directly and indirectly, including: (1) leadership skills (Zakaria et al, 2015); (2) the professionalism of the state civil apparatus (Khan and Narawane, 2011; Dabija, Băbuț, and Marcel, 2016; Widodo, 2017); and (3) the quality of public services (Munhurrun, 2010; Adris, et al., 2014; Qadeer, 2013; Kamarni, 2011). According to Holtkamp (2014), leadership skills are the ability to be effective leaders that are made possible by several main characteristics. Skills link characteristics with personal actions in leadership practices. Furthermore, according to Linton (2005), leaders who effectively

influence followers in the desired way to achieve the desired goals. Transformational leadership skills are a stronger predictor of job satisfaction and overall satisfaction.

According to Scullen, Mount, and Judge (2003), there are 4 leadership skills, namely: (1) technical skills (technical skills), namely methods and techniques specifically related to the functional area of the leader; (2) administrative skills, which cover areas such as planning, organizing, delegating, coordinating, and installing; (3) human skills (human skills), namely the ability of leaders to work effectively with their teams; and (4) citizenship behaviors, namely aspects of the benefits of work behavior that are generally voluntary. In the context of the influence of leadership skills on user satisfaction, Zakaria et al. (2015) found indirect effects of leadership skills on user satisfaction through productivity.

The skills of regional head leadership can indirectly impact community satisfaction through the quality of public services provided, both by state and institutional civil apparatus in the region. Ulrich and Smallwood (2012) state that it is important to understand the significance of leadership and expectations in leadership to develop effective leadership strategies that are sustainable for long-term change. Some studies show a positive influence of leadership skills on service quality (Sudaryati, 2016; Rua, 2011; Siswana, 2007; Belle, 2013; Fernandez, Yoon, and Perry, 2010; Aji and Abdurachman, 2011).

In practice, service quality can vary from bad to superior, which can affect user satisfaction. Quality generally refers to something that humans do at a very high level of excellence that distinguishes inferior and average performance (Kendrick, 1997). Most studies find a positive and significant influence on service quality on user satisfaction (Munhurrin, 2010; Adris, et al., 2014; Qadeer, 2013; Kamarni, 2011). However, there are studies that find that not all dimensions of service quality affect user satisfaction, such as research from Munusamy, Chelliah, and Hor (2010). The influence of regional head leadership skills on community satisfaction can occur through the professionalism of the state civil apparatus. Good leadership skills will enhance the professionalism of subordinates. The professionalism of the state civil apparatus in public services is a comprehensive value that determines how activities will be carried out. This includes all values that guide public services, such as loyalty, neutrality, transparency, perseverance, timeliness, effectiveness, impartiality, and other values that can be specific to each country (United Nations, 2000), which results in community satisfaction enjoy public services.

Research related to the influence of leadership skills on subordinate professionalism has varied results. Several studies found a positive and significant influence of leadership skills on subordinate professionalism (Limsila and Ogunlana, 2008; Eyal and Roth, 2011; Asgari, 2014; Zehira, Sehitoglu, and Erdogan, 2012; Nurpalesa, 2014; Suwandi, 2016; Manojlovich, 2005). In contrast, several other studies did not find a causal relationship between these two factors (Byrne, 2011; Podsakof, Todor, and Skov, 1982).

Professionalism from service personnel can support service user satisfaction. Research on the influence of professionalism on satisfaction of service users has varied results but generally shows a positive causality relationship. Khan and Narawane (2011) found a positive influence of service provider professionalism on user satisfaction. Likewise, Dabija, Băbuț, and Marcel (2016) found something similar. The relationship between professionalism of service officers and user satisfaction can also be explained through service quality. Professional officers will support service quality because human

resources are one of the critical resources in service delivery. The results of the study relating to the influence of service professionalism on service quality generally show a positive influence including the results of research from Widodo (2017).

The object of this research is the people who utilize public health and education services in island districts in North Sulawesi Province, namely Siau Tagulandang Biaro (Sitaro) Islands District, Sangihe Islands Regency, and Talaud Regency. The three districts also have the outer islands of Indonesia. The choice of the object of this research is based on the consideration that the people in the islands, coastal areas and borders are one of the development targets of the National Government in order to "develop Indonesia from the periphery by strengthening the regions and villages within the framework of a unitary state." has limited quality of human resources and service support facilities, relative to districts / cities on the mainland of North Sulawesi. This gap can lead to a gap in public services which leads to community satisfaction. Therefore, leadership skills of the regional head are a central tool to be able to utilize available human resources and other resources in order to produce services that can satisfy the community.

The purpose of this study was to analyze: (1) the influence of the leadership skills of regional heads on the professionalism of the state civil apparatus; (2) the influence of regional head leadership skills on the quality of public services; (3) the influence of regional head leadership skills on community satisfaction; (4) the influence of apparatus professionalism on the quality of public services; (5) the influence of apparatus professionalism on community satisfaction; and (6) the influence of the quality of public services on community satisfaction.

Theoretical foundation

Agency Theory (Agency Theory)

In carrying out government activities, agency problems often arise. First, there is a conflict between the wishes or goals of the community as principal and the government as an agent. Second, it is difficult or expensive for the community to verify what the government actually does even though various state institutions such as the Supreme Audit Agency and other legal institutions have been formed to verify this. Conditions experienced in Indonesia as such indicate the enactment of agency theory.

The existence of opportunistic behavior carried out by the state civil apparatus raises agency problems. Here, the skills of regional heads play an important role in reducing opportunistic behavior by shaping the professionalism of the state civil apparatus that underlies it. The professionalism of the state civil apparatus can increase community satisfaction, both directly and indirectly through improving service quality. Opportunistic behavior in the Indonesian government was discovered by several previous researchers, including Kamaliah, Darlis, and Virsanita (2010) and Abdullah and Asmara (2008).

The agency theory suggests that there are two choices for reducing agency problems. First, creating a governance structure that enables principals to monitor and assess the real behavior of agents. This structure includes reporting procedures, management or additional board of directors (Chrisman et al., 2007; Eisenhardt, 1989; Anderson and Reeb, 2004; Donaldson and Davis, 1991). This can be realized through the skills of the regional head and the professionalism of the state civil apparatus.

Second, creating a governance structure where contracts with agents are based on the actual results of agent behavior (Eisenhardt, 1989). An example of this type of structural mechanism is incentive payments for high performance (Chrisman et al., 2007). Through this mechanism, the risk is transferred to management where if they do not perform well, they will not get incentives. This treatment is expected to motivate agents to pay attention to the interests of principals (Davis et al., 1997; Eisenhardt, 1989). In essence, the principal makes a choice between establishing a governance structure based on the actual behavior of the agent or the results of the behavior (Eisenhardt, 1989). Each of these choices creates agency costs borne by the principal (Jensen and Meckling, 1976).

In people's relations with the government there are many agency problems which in turn will cause agency costs to minimize them. In many cases, the principal represented by the legislature contracts with a certain value on the budget for public services provided by the government that is the agent. The optimization of agency problems requires a new category of costs in order to reduce the negative impact significantly on the costs incurred directly by the agent. So, agency problems can be solved at certain costs by using incentive compensation, monitoring, and agent signaling (Chua et al. 2009).

Resource Based Theory

Bureaucratic reform policies, including reinventing government are part of the strategy of government organizations to achieve the stated goals. To implement this policy requires the support of resources, both human, money, organizational structure, and systems. Attention to the importance of resources in making organizational strategy decisions began to occur in the 1990s. Since then the focus of the research strategy on the sources of sustainable competitive advantage has shifted from industry to company (Spanos and Lioukas, 2001).

The policy of bureaucratic reform, including reinventing government, is a demand for improving the standard of living of the people. The higher the income of the community on average, the higher the demand for service quality. In response to this, adequate resource support is needed. In areas with limited resources on the one hand and increased demand for services by the community on the other, the skills of regional heads are very much needed. In this context, how should regional heads be able to improve the quality of public services amid limited available resources.

Resource-based theory (RBV) causes a change in strategic management thinking from the outside-in approach to be an inside-out approach. In this new school of thought, internal resources are the starting point for determining organizational success. This contrasts with the old paradigm of the outside-in paradigm. Resource-based theory is specifically applied in the field of human resource management. The RBV recognizes various types of resources, namely physical capital, human capital, and organizational capital and treats them all in the same way (Barney, 1991). The same treatment of resources in the RBV was criticized by Kraaijenbrink, Spender, and Groen (2009). They argue that the RBV can substantially improve the organization's competitive advantage if the basic logic is improved by recognizing explicit differences between types of static-dynamic resources; tangible-intangible; finance, human, technology; distributed-stored; durable - not durable; etc. Also, differences in types of ownership of resources. To be able to do this, skilled regional heads are needed who are able to see differences and direct state civil apparatus to act more professionally.

Leadership Theory

To increase user and community satisfaction, leadership factors play a very important role. In general, there are three major groups in the theory of leadership, namely as follows.

1. Theory of Leadership Characteristics (Trait Theory of Leadership). Characteristic leadership is defined as a pattern of integrated personal characteristics that reflects a variety of individual differences and encourages the effectiveness of leaders who are consistent in various groups and organizational situations (Zaccaro, Kemp, and Bader, 2004). The characteristic approach (trait approach) arises from the theory of "Great Man" which is a way to identify the key characteristics of successful leaders. It is believed that through this approach, important leadership traits can be isolated and people with such characteristics can then be recruited, elected and appointed to leadership positions.
2. Theory of Leadership Behavior (Behavior Theory of Leadership). The theory of leadership behavior identifies the determinants of leadership so that people can be trained to become leaders (Allen, 1998). The researchers developed personality tests and compared the results with those who were considered leaders. In the 1940s, researchers have compiled a very long list of characteristics of various psychologically oriented studies. This method has two problems, namely: (1) the list becomes increasingly long as research continues; (2) identified characteristics and characteristics are not strong predictors on cross situations (Van Wart, 2003).
3. Situational-Contingency of Leadership. This theory began to be popularized in 1948, which basically stated that effective leaders have various contingency approaches to make decisions. This theory states that leadership styles are divided into four classes namely S1 (high service, low relationship), S2 (high task, high relationship), S3 (low task, high relationship), and S4 (low task, low relationship). Situational-contingency theory was developed to show that the leadership style used depends on factors such as situations, people, tasks, organizations, and other environmental variables.

State Civil Service (ASN) Leadership and Professionalism Skills

Strength or power possessed by an organization leader is less able to shape the professionalism of his subordinates if he does not have the skills in leading. According to Chuang (2013), leaders will not have performance without the ability to guide and influence employee work towards achieving organizational goals. This is also in accordance with the opinion of Byrd (2007). According to Chuang (2013), a flexible relationship between leaders and subordinates in the workplace is important.

According to agency theory, there is a conflict between the wishes or goals of the community as principal and the government as an agent. The conflict is often caused by the state civil apparatus that runs public services, which include attitudes and behavior. One of the prominent behaviors in Indonesia is opportunistic behavior. In essence, this theory describes a situation where managers in their duties are not motivated by individual goals, but rather on their main goals, namely the interests of the organization. The existence of opportunistic behavior makes the nature of stewardship theory become less relevant in Indonesia.

Leadership Skills and Service Quality

Public service reforms have been carried out in Indonesia, both at the central and regional government levels. Therefore, the Minimum Service Standards (SPM) have been established at government work units that have direct contact with public services. Successful leaders are those who know how to create a workplace culture where

services are safe and of high quality. Based on the Characteristic Leadership theory as discussed in the previous section, leaders have integrated personal characteristics patterns that reflect various individual differences and encourage the effectiveness of leaders who are consistent in various groups and organizational situations (Zaccaro, Kemp, and Bader, 2004). Thus, the success or failure of a leader in playing his role depends on the inherent condition of the leader.

In the context of government, regional heads are responsible for improving the performance of the public organizations they lead including through the quality of internal services. However, improving the quality of public services is not easy, especially in areas marked by limited availability of government budgets, as well as limited human and service support resources. According to Teicher, et al (2002), the practice of service quality in public organizations is slow (slow), it is also difficult to measure results (outcomes). Therefore, leadership skills are needed to encourage services that create community satisfaction.

Community Leadership and Satisfaction Skills

Public or government organizations have consumers, namely society. Therefore, logically the concept of consumer satisfaction can also be applied as community satisfaction. According to Owusu-Frimpong, Nwankwo, and Dason (2010), customer satisfaction talks about how to bring together consumers' choices and expectations to achieve customer-delivered value. Satisfaction has basic things, namely as follows: (1) customer satisfaction can be generated from any dimension, regardless of quality or not; (2) customer satisfaction assessment can be formed by a large number of non-quality issues, such as needs, justice, and perceptions of justice; (3) customer satisfaction is believed to have more conceptual antecedents; and (4) the satisfaction assessment requires experience with the service or provider

In this context, community satisfaction towards public services is not solely determined by service quality, but other factors, including leadership factors, both leadership in work units that carry out public services, but also, leadership of government leaders. Theoretically, dissatisfaction arises because of the gap between services provided with consumer expectations. Ranguti (2003) identified five gaps that caused the failure of service delivery as follows: (1) the gap in the level of community interest and management perceptions; (2) the gap between management's perception of the level of community interest and service quality specifications; (3) the gap between quality specifications and service delivery; (4) the gap between the delivery of external communication services; and (5) the gap between perceived services and expected services.

Professionalism of the State Civil Service and Quality of Service

In the context of governance, with the increase of transportation facilities and information technology make an area compete with other regions to attract investment. Competition that occurs between regions makes each region must be able to make the best strategies, including public services. According to Moenir (2000), public services are activities carried out by a person or group of people on the basis of material factors through certain systems, procedures, and methods in an effort to fulfill the interests of others in accordance with their rights. The purpose of public service is to prepare for public services that are desired or needed by the public, and how to properly state the public about their choices and how to access them planned and provided by the government.

Pasolong (2007) presents the factors that can affect the quality of public services, among others, the organizational structure and capabilities of the apparatus. Based on the opinions above, ability or professionalism has a significant influence on service quality. Professionalism is used as a term to describe improved service quality (Hoyle 2001). Furthermore, according to Sockett (1996), professionalism is about the quality of practice and the public status of the work. The same thing was stated by Swing (2007), namely that professionalism is not only based on behavior, but also reflects the professional competence of service providers. Professional competencies include communication, knowledge, technical skills, and reasoning in their duties. Given that human resources are a very important factor in producing quality services, the professionalism of the state civil apparatus which is a human resource of the government can influence the quality of public services carried out by the government.

According to Syauket (2015), facing a broad and complex government task, it requires the support of the state civil apparatus adequately accompanied by professional skills and high moral quality. Therefore, there is a need for professional guidance at the government level, where the goal is the formation of professional, responsible, simple, ethical, efficient and effective attitudes of civil servants in carrying out their duties and being able to meet public demand for better service quality. Bolino, Turnley, and Bloodgood (2002) state that the professionalism of the state civil apparatus has a strong influence on the quality of government services.

Professionalism of State Civil Apparatus and Community Satisfaction

Referring to the characteristics or attributes conveyed by Gaspersz (1997), qualified and professional human resources are the key to creating quality services and leading to customer and community satisfaction. Dorch (2012) states that professional employees are those who offer services or services in accordance with protocols and regulations in the field they live in and receive salaries as wages for their services. Furthermore, Freidson (2013) argues that there are three professional work characteristics of employees, namely: (1) working with intention to realize the virtues for the sake of upholding the honor of the profession involved, by getting rewarded according to his profession; (2) work is based on high-quality technical skills achieved through a long, exclusive and heavy education and / or training process; and (3) work is measured by technical quality and moral quality. Therefore, the professionalism of workers is a central point in providing services that satisfy customers.

In the context of government, the state civil apparatus as a public servant is required to carry out their duties and functions properly and professionally so that public satisfaction can be achieved. Engkoswara (2001) states that the context of the quality of the state civil service apparatus in the era of autonomy is the professional ability and technical skills of the state civil apparatus including the elements of staff and implementers within the government. This is very necessary so that government management in regional autonomy can take place effectively and efficiently. In this case what is needed is not only sufficient amounts, but also the quality of employees that must be measured by looking at their educational background, skills, work experience, rank and employment status. Furthermore, according to Rudianto (2005), the core of public service is an attitude that is helpful, friendly and professional in providing services or products from satisfy the society.

Quality of Service with Community Satisfaction

Gruber et al. (2010) link quality perceived as an antecedent to satisfaction, while other authors (eg Parasuraman et al., 1988) see customer satisfaction as an antecedent to service quality. Arambewela and Hall (2009) argue that service quality can provide customer satisfaction. Gilbert et al. (1992) also said that consumer satisfaction is the main tool in making decisions in selecting a service. In the context of governance, the existence of the government is to provide public services for the community, including education and health services.

Community satisfaction with public services will shape public trust in the government. The existing development shows that public services are shifting to the application of market-oriented principles in service provision (Osborn and Gaebler, 1995). Community satisfaction is a very important factor and determines the success of the implementation of public services because the community is the consumer of the service products they produce. This means that services provided by the government must prioritize customers.

Public services in Indonesia today are often highlighted where they are considered unsatisfactory. Key factors that contribute to this gap are: (1) commitment to the government is not yet adequate for service quality; (2) public perceptions about the inability of public service performance; and (3) lack of standardization of duties; (4) there is no determination of objectives.

RESEARCH METHOD

This study uses a quantitative approach that is correlational or confirmative. The population of this study is the community in 3 (three) island districts in North Sulawesi, namely Siau Tagulandang Biaro (Sitaro) Islands District, Sangihe Islands Regency, and Talaud Islands District that have used services in the public health or education service units available in each district. Sampling using purposive sampling technique. The number of samples used in this study were 300 samples. The sample distribution for each district is based on population comparison.

Data collection is done by questionnaire and interview. In this study the variable used is Regional Leadership Skills (X) with 10 indicators; Professionalism of the State Civil Apparatus (Y1) with 4 indicators; Service quality (Y2) with 5 indicators; and Community Satisfaction (Y3) with 14 indicators. Each indicator is measured on a 5-point scale, starting from Strongly Disagree to Strongly Agree. The analysis technique used is PLS (partial least square).

RESULTS AND DISCUSSIONS

Measurement Model (Outer Model / Measurement Model)

Latent Variable Skills for Regional Head Leadership (X)

Based on the results of the evaluation on the table, the correlation, standard error, and critical ratio (CR) of the latent variable of regional head leadership skills (X) shows that all indicators / dimensions have a critical ratio (CR) far above the 1.96 value with the standard error below 0.05. This means that there is a meaningful relationship between indicators / dimensions and the variables, namely the leadership skills of the regional head, the value of the correlations of each of the indicators / dimensions (partial

correlations). Thus, all indicators forming a latent variable Regional Head Leadership Skills are validly used to measure the intended latent variable.

Latent Variable Professionalism of the State Civil Apparatus

Based on the results of the assessment of outer correlations, standard errors, and critical ratios (CR) of the latent variables of the state civil apparatus (Y1), all indicators / dimensions have the value of the critical ratio (CR) far above the value of 1.96 with the standard error below 0, 05. This means that there is a meaningful relationship between indicators / dimensions and variables, namely the professionalism of the state civil apparatus, as much as the value of the outer correlations of each indicator / dimension. Thus, all indicators forming a latent variable in the professionalism of valid state civil servants are used to measure these latent variables.

Latent Variable Quality of Service

The results of the assessment of outer correlations, standard errors, and critical ratios (CR) of service quality latent variables (Y2) indicate that all indicators / dimensions have a critical ratio (CR) value well above the 1.96 value with a standard error below 0.05. This means that there is a meaningful relationship between indicators / dimensions and variables, namely service quality, as much as the value of the outer correlations of each indicator / dimension. Thus, all indicators forming a valid service quality latent variable are used to measure the latent variable.

Latent Variable Community Satisfaction

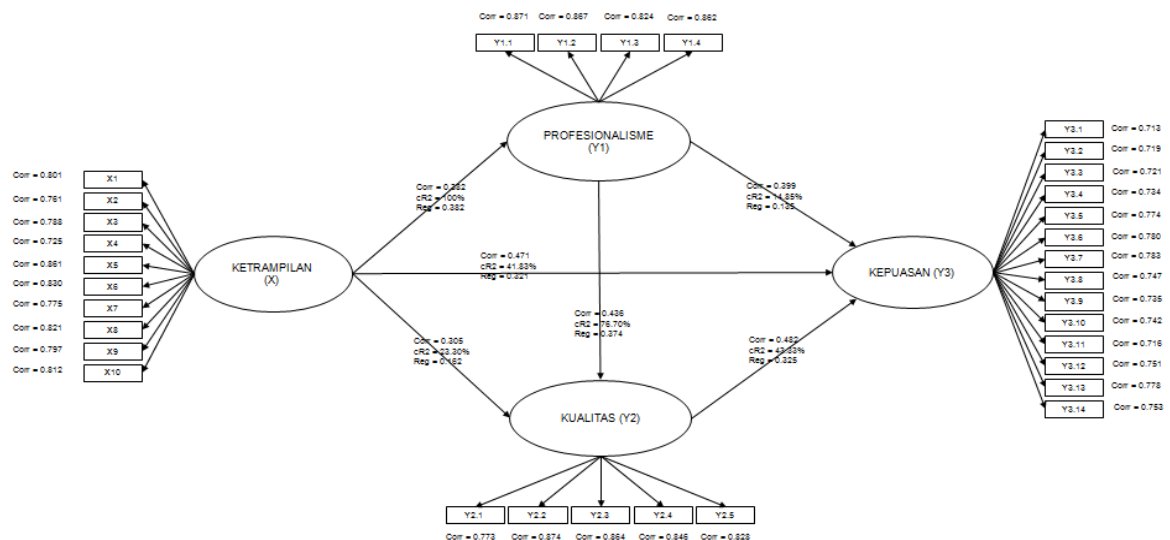
Based on the results of the assessment of outer correlations, standard errors, and critical ratios (CR) of the community satisfaction latent variables (Y3), all indicators / dimensions have a critical ratio (CR) value well above the 1.96 value with a standard error below 0.05. This means that there is a meaningful relationship between indicators / dimensions with latent variables, namely community satisfaction, as much as the value of the outer correlations of each indicator / dimension. Thus, it can be concluded that all indicators forming valid community latent variables are used to measure these latent variables.

Hypothesis Testing (Inner model)

This section will examine the influence of the leadership skills of the regional head (X) on the professionalism of the state civil apparatus (Y1), and service quality (Y2), community satisfaction (Y3) in health and education in island districts in North Sulawesi using structural models (inner model) in PLS. The structural model illustrates the relationship between latent variables based on substantive theory. The computational results of the structural model use the help of PLS XLStat 2011. The results are shown in Figure 1.

Model suitability test with data shows whether the theory used in this study is able to describe the phenomenon under study, can be seen in the value of goodness of fit (GoF) statistics, both absolute,

relative, outer and inner models. If the GoF value is close to 1, it shows that the relative model matches the data (Espositi, 2010). The results of calculations using PLS XLStat 2011 obtained values as shown in Tables 1 and 2.



Source: processed research results

Picture 1
Research Model Based on Calculation Results
Outer and Inner Model

Table 1
Value of Goodness of Fit Index (GoF)

	GoF	GoF (Bootstrap)	Standard Error
Goodness of Fit Index (Monofactorial Manifest Variables)			
<i>Absolute</i>	0.387	0.391	0.034
<i>Relative</i>	0.886	0.811	0.044
<i>Outer model</i>	0.998	0.995	0.020
<i>Inner model</i>	0.888	0.814	0.038

Source: processed research results

Based on the results of the model compatibility test with the value of goodness of fit (GoF), both absolute, relative, outer and inner models are all, except absolute, positive and above 0.8 and close to 1. This means that field data has described the phenomenon researched and in accordance with the theory used to test the influence of the leadership skills of the regional head on the professionalism of the state civil apparatus, and the quality of services, as well as community satisfaction in the health and education sectors in the island districts of North Sulawesi.

Table 2
Value of Goodness of Fit Indexes (PLS-SEM)

<i>Index</i>	<i>Baseline model</i>	<i>Saturated model</i>	<i>Model</i>
<i>SRMR</i>	0.371	0.072	0.072
<i>d_ ULS</i>	77.368	2.946	2.946

<i>Index</i>	<i>Baseline model</i>	<i>Saturated model</i>	<i>Model</i>
<i>d_G</i>	7.985	5.202	5.202
<i>Likelihood</i>	27.967	8.593	8.593
<i>Chi-square</i>	8334.123	2560.827	2560.827
<i>DF</i>	561.000	522.000	555.000
<i>Chi-square/DF</i>	14.856	4.906	4.614

Source: processed research results

The GoF index is a single measure used to validate the combined performance of a measurement model and a structural model. The GoF index value extends between 0–1, with an interpretation of 0.1 = small GoF; 0.25 = moderate GoF; and above 0.36 = large GoF (Tenenhaus, et al., 2004). Based on the calculation results as shown in Table 2, it can be seen that the value of goodness of fit (GoF), both absolute, relative, outer model and inner model, are more than 0.36 with a large interpretation of the GoF index. Likewise, the excellent value of goodness of fit indexes (PLS-SEM) with Chi-square / DF is 14,856 far from the value 1. This means that the theory used in this study is able to describe the phenomenon of the influence of the leadership skills of regional leaders on apparatus professionalism civil society, and the quality of services, as well as community satisfaction regarding health and education services in island districts in North Sulawesi.

Test Results of the Effect of Regional Head Leadership Skills on the Professionalism of the State Civil Apparatus

The impact value and contribution of the variables to professionalism shows a correlation value of 0.382 which means there is a strong degree of correlation (> 0.30) between the leadership skills of the regional head and the professionalism of the state civil apparatus. R² value indicates the coefficient of determination between the leadership skills of the regional head and the professionalism of the state civil apparatus by 0.146 with the value of the critical ratio of 4.114 (greater than 1.96) and the probability level of 0.000 which means significant. These results indicate that the skills of the regional head contribute to the professionalism of the state civil apparatus by 0.146 or 14.60% and the remaining 0.854 or 85.40% are contributed by other factors. The equation in the equation of the model is: Professionalism (Y1) = 0.382 * Skill (X). The results of the above equation can be interpreted that there is a direct or positive relationship between improving the leadership skills of regional heads with an increase in the professionalism of the state civil apparatus by the value of path coefficients, which is positive 0.382. The t-test value of 7.121 is greater than the t-table test value of 1.96 with a probability value of 0,000, smaller than the error rate of

0.05. Likewise, the CR value is 8.262, which is greater than 1.96 (See Table 3). Based on these results it can be concluded that the leadership skills of the regional head have a positive or direct and significant influence on the professionalism of the state civil apparatus.

Test Results of the Effect of Regional Head Leadership Skills on Service Quality

The impact value and contribution of the variables to quality show a correlation value of 0.305 or 30.5% for skills. This means that there is a strong degree of correlation (> 0.30) between the leadership skills of regional heads and service quality. The equation in the equation of the model is: Quality (Y2) = 0.162 * Skill (X) + 0.374 * Professionalism (Y1). The coefficient of skill is positive 0.162. This means that there is a positive or direct

influence from the leadership skills of the regional head on service quality. From the significance aspect, the influence of regional head leadership skills on service quality has a t-test value of 2.912 which is greater than the t-table test value of 1.96 with a probability value of 0.004, smaller than the error rate of 0.05. Likewise, the CR value is 3.281, which is greater than 1.96 (See Table 4). Based on these results, it can be concluded that the leadership skills of the regional head have a positive or direct and significant effect on service quality.

Table 3
Value of Professional Path Coefficients (Y1) / 1

<i>Latent Variable</i>	<i>Value</i>	<i>Standard Error</i>	<i>t</i>	<i>Pr > t </i>	<i>f²</i>	<i>Critical Ratio (CR)</i>
SKILLS (X)	0.382	0.054	7.121	0.000	0.171	8.262
<i>Equation of the model:</i> PROFESSIONALISM (Y ₁) = 0.382 * SKILLS (X)						

Source: processed research results

Table 4
Value of Quality Path Coefficients (Y2) / 1

<i>Latent Variable</i>	<i>Value</i>	<i>Standard Error</i>	<i>t</i>	<i>Pr > t </i>	<i>f²</i>	<i>Critical Ratio (CR)</i>
SKILLS (X)	0.162	0.056	2.912	0.004	0.029	3.281
PROFESSIONALISM (Y ₁)	0.374	0.056	6.709	0.000	0.152	5.250
<i>Equation of the model:</i> QUALITY (Y ₂) = 0.162 * SKILLS (X) + 0,374 * PROFESSIONALISM (Y ₁)						

Source: processed research results

Test Results of the Effect of Regional Head Leadership Skills on Community Satisfaction

The value of the impact and contribution of the variables to satisfaction shows the correlation value of 0.471 or equal to 47.10% for skills. This shows partially the leadership skills of the regional head show a strong degree of correlation (> 0.30) with community satisfaction. The equation in the equation of the model is: Satisfaction (Y3) = 0.321 * Skill (X) + 0.135 * Professionalism (Y1) + 0.325 * Quality (Y2). The coefficient of the skill is positive 0.321. This means that there is a positive or direct influence from the leadership skills of the regional head towards community satisfaction. From the significant aspect the influence of the leadership skills of the regional head on community satisfaction has a t-test value of 6.282 which is greater than the t-table test value of 1.96 with a probability value of 0.000, smaller than the error rate of 0.05. Likewise, the CR value is 4.944 where it is greater than 1.96 (See Table 5). This indicates that the leadership skills of the regional head have a positive or direct and significant effect on community satisfaction.

Results of Testing the Effect of State Civil Service Professionalism on Service Quality

The value of impact and contribution of the variables to satisfaction shows a correlation value of 0.436 or 43.60% for professionalism. This shows partially the professionalism of the state civil apparatus has a strong degree of correlation (> 0.30) with the quality of service. The coefficient of professionalism is positive 0.374. This means that there is a positive or direct influence from the professionalism of the state civil apparatus on service

quality. From the significance aspect, the effect of skills on satisfaction has a t-test value of 6.709 which is greater than the t-table test value of 1.96 with a probability value of 0.000, smaller than the error rate of 0.05. Likewise, the CR value is 5.250 which is greater than 1.96 (See Table 4 earlier). Based on these results it can be concluded that the professionalism of the state civil apparatus has a positive or direct and significant effect on service quality.

Table 5
Value of Satisfaction Path Coefficients (Y₂) / 1

<i>Latent Variable</i>	<i>Value</i>	<i>Standard Error</i>	<i>T</i>	<i>Pr > t </i>	<i>f²</i>	<i>Critical Ratio (CR)</i>
SKILLS (X)	0.321	0.051	6.282	0.000	0.134	4.944
PROFESSIONALISM (Y ₁)	0.135	0.054	2.490	0.013	0.021	2.459
QUALITY (Y ₂)	0.325	0.052	6.199	0.000	0.130	4.111
<i>Equation of the model:</i> SATISFACTION (Y ₃) = 0.320 * SKILLS (X) + 0.134 * PROFESSIONALISM (Y ₁) + 0.325 * QUALITY (Y ₂)						

Source: processed research results

Results of Testing the Effect of State Civil Apparatus Professionalism on Community Satisfaction

The value of the impact and contribution of the variables to community satisfaction shows a correlation value of 0.399 or 39.90% for professionalism. This shows partially the professionalism of the state civil apparatus showing a strong degree of correlation (> 0.30) with community satisfaction. The coefficient of professionalism is positive 0.135. This means that there is an influence of the professionalism of the state civil apparatus on community satisfaction. From the significant aspect the influence of professionalism on satisfaction has a t-test value of 2.490 which is greater than the t-table test value of 1.96 with a probability value of 0.013, smaller than the error rate of 0.05. Likewise, the CR value is 2.459 where it is greater than 1.96 (see Table 5 before). These results indicate that the professionalism of the state civil apparatus has a positive or direct and significant effect on community satisfaction.

Testing Results of the Effect of Service Quality on Community Satisfaction

The impact value and contribution of the variables to satisfaction show a correlation value of 0.482 or 48.20% for quality. These results indicate partially the quality of service shows a strong degree of correlation (> 0.30) with community satisfaction. The coefficient of quality is positive 0.325. This means that there is a

positive effect of service quality on community satisfaction. From the significance aspect, the effect of quality on satisfaction has a t-test value of 6.199 which is greater than the t-table test value of 1.96 with a probability value of 0.000, smaller than the error rate of 0.05. Likewise, the CR value is 4.111 where it is greater than 1.96 (see Table 5 before). Based on these results it can be concluded that service quality has a positive or direct and significant effect on community satisfaction.

Direct Effects and Indirect Effects

The analysis in this study is a structural analysis so that it can be seen directly (direct effect) and indirect effects (indirect effects) between the research variables. The direct

effect calculation of latent variables shows the magnitude of the direct effect of the leadership skills of the regional head on: (1) the

professionalism of the state civil apparatus at 0.382; (2) service quality of 0.162; (3) community satisfaction of 0.321. Furthermore, the direct influence of the professionalism of the state civil apparatus on: (1) quality is 0.374; and community satisfaction of 0.135. While the direct effect of service quality on community satisfaction is 0.325.

Based on the results of the indirect effect calculation (latent variable), the influence of the leadership skills of the regional head on service quality through the professionalism of the state civil apparatus was 0.143. This shows that the professionalism of the state civil apparatus strengthens the influence of regional head leadership skills on service quality by 0.143.

The indirect influence of the leadership skills of the regional head on community satisfaction through the professionalism of the state civil service and service quality was as positive as 0.151. This concludes that the professionalism of the state civil service and service quality strengthens the influence of the leadership skills of the regional head on community satisfaction by 0.151.

The indirect effect of the professionalism of the state civil apparatus on community satisfaction through service quality is as positive as 0.122. This indicates that Service Quality strengthens the influence of the professionalism of the state civil apparatus on Community Satisfaction of 0.122. More can be seen in Table 6.

Table 6
Indirect Effects (Latent Variable)

	SKILLS (X)	PROFESSIONALIS M (Y1)	QUALIT Y (Y2)	SATISFACTIO N (Y3)
SKILLS (X)				
PROFESSIONALIS M (Y1)	0.000			
QUALITY (Y2)	0.143	0.000		
SATISFACTION (Y3)	0.151	0.122	0.000	

Source: processed research results

Discussion and Implications

Effect of Regional Head Leadership Skills on the Professionalism of the State Civil Apparatus

This study found a positive and significant influence of the leadership skills of the regional head on the professionalism of state civil apparatus in the health and education fields in island districts in North Sulawesi. This result is in line with the findings of Nurpalesa (2014); Suwandi (2016); and Manojlovich (2005).

The results of this study show the importance of the leadership skills of the regional head in supporting the professionalism of the state civil apparatus that is under him. In a theoretical context, a leader in an organization has the power to influence the behavior of others, both through their personal attributes, and through their legitimacy as a legitimate representative of the organization. Formal strength is defined as the power

legally held by leaders in relation to their position, including the power to impose sanctions. In contrast, informal power comes from personal attributes, outside of formal power, which attracts loyalty and support from other parties. French and Raven (1968) who pioneered power analysis in organizations, identified five major sources of strength that leaders use to influence individual behavior, namely: (1) strength of appreciation; (2) strength of expertise; (3) reference strength; (4) legitimacy power; and (5) compelling force.

Strength or power possessed by an organization leader is less able to shape the professionalism of his subordinates if he does not have the skills in leading. According to Chuang (2013), leaders will not have performance without the ability to guide and influence employee work towards achieving organizational goals. Flexible relationships between leaders and subordinates at work are important. The results of this study support leadership theories that emphasize the importance of leadership abilities in running the organization, especially how to direct resources to achieve planned goals through the empowerment of human resources into professional workers.

Effect of Regional Head Leadership Skills on Service Quality

This study shows that there is a positive and significant direct effect of the leadership skills of regional heads on the quality of public services in the health and education fields in the island districts of North Sulawesi. The results of this study are in line with the findings of Rua (2011) and Fernandez, et al. (2010). Furthermore, this study found that the professionalism of the state civil apparatus strengthened the influence of the leadership skills of the regional head on service quality.

The results of this study show the importance of the role of the leadership skills of regional heads in improving the quality of public services, especially dealing with the characteristics of most public services. According to Teicher, et al. (2002), the practice of service quality in public organizations is slow (slow), it is also difficult to measure results (outcomes). Apart from the difference in decision making for services in public organizations with private organizations, the quality of services becomes very important for a public organization such as local government. This is also because regional heads have political promises for the welfare of society through development and public services as promised in their campaign period. Therefore, leadership skills influence community satisfaction.

Effects of Regional Head Leadership on Community Satisfaction

This study found a positive and significant direct influence of regional head leadership on community satisfaction for health and education services in island districts in North Sulawesi. The results of this study are in line with the findings of Ugboro and Obeng (2000). Furthermore, the results of this study show that the professionalism of the state civil service and the quality of services strengthen the influence of the leadership skills of the regional head on community satisfaction.

This research shows that there is an important role in the leadership skills of the regional head towards community satisfaction. According to Doig and Hargrove (1990), the skills of leaders in the public sector have interactions with situational variables that determine their success. The variable can be favorable public opinion, political support and public demand. Within this framework of thinking, leaders need to seek

public satisfaction in order to obtain good public opinion and political support from the people. According to Vigoda-Gadot, et al. (2008), leadership effectiveness in the public sector is important because it determines citizen satisfaction and trust, and the reputation of the organization. Public leaders play a role in building public satisfaction through quality public services.

Effect of Professionalism of the State Civil Apparatus on Service Quality

The results of this study show that there is a positive and significant direct influence of the professionalism of the state civil apparatus on the quality of services in the health and education fields in the island districts of North Sulawesi. This result is in line with the results of research from Bolino, Turnley, and Bloodgood (2002: 508) and Ratminto and Winarsi (2008: 135). The results of this study illustrate the importance of the professionalism of the state civil apparatus to improve the quality of public services. According to Sockett

(1996), professionalism is about the quality of practice and the public status of the work. The same thing was stated by Swing (2007), namely that professionalism is not only based on behavior, but also reflects the professional competence of service providers. Professional competence is more than just a demonstration of competence and isolated skills, and must be examined as a whole entity.

Increasing the professionalism of the state civil apparatus as a government human resource to improve public services is in line with the Reinventing Government theory. This theory developed by Osborne and Gaebler in 1992 was a fundamental transformation of systems and government organizations to create a dramatic increase in effectiveness, efficiency, and the ability to innovate. This transformation is achieved by changing objectives, incentive systems, accountability, power structures, systems culture, and government organizations. This transformation leads to an entrepreneurial system to enable the government to face various demands in public services related to environmental changes and make a greater contribution to the economy.

The Influence of Professionalism of the State Civil Apparatus on Community Satisfaction

This study found a positive and significant direct effect of the professionalism of the state civil apparatus on community satisfaction for health and education services in island districts in North Sulawesi. This result is in line with the results of research from Widodo (2017) and Kamarni (2011). Furthermore, this study shows that the quality of service strengthens the influence of the professionalism of the state civil apparatus on community satisfaction.

The results of this study indicate that to improve community satisfaction efforts are needed to improve the professionalism of the state civil apparatus. According to Rudianto (2005), the core of public services is an attitude that is helpful, friendly and professional in providing services or products from satisfy the society. Professionalism in providing services is inseparable from the professionalism of officers who provide services. Thus, the satisfaction felt by service users is closely related to the professionalism of service providers.

The results of this study indicate that community satisfaction can be improved through improving service quality. Community satisfaction with public services will shape public trust in the government. The existing development shows that public services are shifting

to the application of market-oriented principles in service provision (Osborn and Gaebler, 1992). This means that services provided by the government must prioritize customers. According to Zamil (2011), the government as a large organization, having customers and customers is a community, business sector, as well as public and private employees. The government

through agents, departments and ministries provides information and services for each group of customers and as a result, customers give an assessment of the performance they provide.

CONCLUSIONS

The results obtained through this research can be summarized as follows: (1) the skills of regional head leadership have a positive and significant influence on the professionalism of the state civil apparatus that provides public services in the health and education fields; (2) the leadership skills of regional heads have a positive and significant influence on the quality of public services in the health and education fields, both directly and through the professionalism of the state civil apparatus; (3) the skills of regional head leadership provide a positive and significant influence on community satisfaction regarding health and education services, both directly and through the professionalism of the state civil apparatus and the quality of public services; (4) the professionalism of the state civil apparatus has a positive and significant influence on the

quality of services; (5) the professionalism of the state civil apparatus has a positive and significant influence on community satisfaction, both directly and through service quality. The existence of service quality strengthens the influence of the professionalism of the state civil apparatus on community satisfaction; (5) the quality of services in the health and education sector has a positive and significant effect on community satisfaction.

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