

Implementation of Women Government Officials Leaderships, Empowerment and Supervision Toward Quality of Public Services in Jakarta, Indonesia

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Abstract: Women government officials as directors of human resources managers in government organization are important in developing working ethics and productivity of the organization in handling public services. They have empowerment authority for enhancing quality of employees in the spirit of serving public. Supervision done by women government officials also plays a very important role in every improving working ethics in both government and private sectors. In addition to that the presence of good surveillance work then something must be done smoothly to produce something optimal. This research is an explanatory research that enlighten the relationships between dependent and independent variables to test the hypothesis as formulated in the study. To analyze the data SEM with AMOS Program were used. The population were women government officials in regional Jakarta, Indonesia. The 200 respondents were being questioned, used purposive sampling; respondents were mainly women government officials who worked and supervised at least serving for 10 years and above. The study resulted a relationship between variables of positive messages of empowerment and monitoring of quality of service in government institutions managed by women government officials.

Key words: Implementation women government officials, empowerment, supervision, control and quality of service, analyze data

INTRODUCTION

Government officials as human resources in government organization plays a very important role in developing productivity and organization growth for serving the community as public servants. Regardless of how advanced the infrastructures and utensils an organization is composed, a high quality of human resources still plays the biggest role in one organization (Yuliani, 2014). Human resources operates the whole operation of the whole business process in one organization. Empowerment of mind of the human resources in the organization solely assist individuals to enhance higher productivity and motivation (Ellitan, 2004).

To produce quality results of works and services required a systematic surveillance and control, to be able to supervise employees in finalizing their tasks up to the standardize key performance indicators established by the organization (Santoso *et al.*, 2000). Supervision and surveillance will be conducted by their superiors as their managers to observe any gaps and deviation between plans and actualization of task being carried out by employees. In management job description control or surveillance is one of the importance of managerial skills

stated in manager's task and working list. Surveillance or control again plays a very important role in manager's roles and function (Kaihatu, 2006). A systematic and tight surveillance of managers may diminish smaller margin of errors and therefore, creates higher accuracy and productivity in employee's tasks. Surveillance also perceive as precautionary action, it will prevent from any negative behaviour and deviation. A systematic surveillance will increase disciplinary action for employees at carrying out their tasks. A great surveillance also believed as will increase achievement motives at work.

As government employees they work as public servants, empowerment and proper surveillance by women government officials will work with high motivation more determined and focus with their commitment in serving the community as public servants. The quality of services will be achieved to improve public satisfactions (Hariandja, 2002). Quality of services can be valued from customers satisfaction given to the public (Barata, 2003). In reality, public services program supervised by women officers faced various obstacles. The source of problems could come from the community itself and or from the government unpreparedness unsystematic program. The establishment of public

services program was still limited and tend to be not accommodative for public participation program. Apparently public have low awareness on how public involvement contribute the most important part of social politic decision making in the public policy establishment due to public capacity to be involved in the policy making (Sihombing and Yuristianti, 2000). Active participation of public in developing public policy is the basic requirements to produce optimal quality policies as a result of active thinking process of qualified human resources.

Public services is a reflection of over all public servants performance which depends on the human resources quality in implementing public services as government complimentary services to the public (Asang, 2012). Public service performance can be measured in two different magnitude and scales from macro and micro approaches. Micro approaches sources are from public opinions and participation where as macro approaches are from human resources qualification in the government offices (Sihombing and Yuristianti, 2000). Public can channel to their opinion and active participate on the making of public policy process which will be accommodated by government offices as a micro approach. Government officers as public servants at government offices will involve public opinion in the making of public policies, this reciprocally acts will benefit and improve public services with the support of a high qualified human resources in government offices. A high strict surveillance from high rank officials will complete and enhance improved services to the community.

Recent study has showed that women officers empowerment proven to be mentally and naturally endured in facing their subordinates (Asang, 2012). In the study stated that empowerment and high surveillance demonstrated by women officers by far more effective than male supervisions (Sihombing and Yuristianti, 2000). Women officers tend to be more nurturing and have their motherly side of leaderships where it helps for women carrying out their jobs as leaders or managers in their role and function as supervisors. Effectivity of women leaders have shown positive influence in systematic empowerment and high surveillance on their subordinates in demonstrating their quality servicing the community (Asang, 2012). Effective leaderships by women officers emphasizing in empowerment and surveillance believed to improve discipline, working ethics and productivity on their jobs. Subordinates as public servants will work full force and enthusiastic in serving the community due to their close supervision of their women leaders. Empowerment and tight surveillance will systematically implement total quality management and organization will

achieve their ultimate objectives in implementing managerial functions and organization objectives accomplishment.

Problem identification: To be able to understand the problems this study will emphasize in three different problems as stipulated below:

- Empowerment has a positive impact on the quality of services?
- High supervision has a positive impact on the quality of services?
- Women officers have positive impact on the quality services

Literature reviews

Women leaderships: Javanese women leaders have long been involved in liberating their rights. Aside of their potential and competencies in the male world concept as leaders, managers or as workers will still continuously upgrade their managerial skills. The phenomena of women as leaders and or workers merely based upon their needs to manage in the male world concept to fulfill their basic hierarchical needs in order to survive, gain opportunities to improve their working standards and to access equality of opportunities as an expression of the communitie's acceptance of their existence.

Women's success parameters can be absorbed by their achievements in their managerial skills, their career level and their contribution to their organization. The differences between men and women's leaders as main obstacles in their practices in running their organization can be classified such as. Women were not trained and involved to compete from their early age such in teamworks sport competitions, lack of confidence to compete and prone to avoiding conflict management and refrain from heavy competition as perceived not feminine. Women leaders tend to be focus on small things which can hinder the major issues when handling problems in problem solving which may jeopardize their leaderships skills. Women leaders are not risk takers and tend to be safe players when force to make major decisions and perform as mediocre workers, modest and not showing their eagerness in achieving their goals. Women leaders are more process oriented rather than achievement oriented more into detail routine works rather than aiming at higher objectives. Analysis on Gender as social tool based upon two professes in the feminism ideology). Women ideology which emphasizes more in the system and. Women ideology which emphasizes on social structural based on genders. The first profess mainly focus on the social issues as analysis of the subject of

gender is considered as mainstream in the discussion of these issues of women programs. The analysis is stressing out that the main root cause of all problems involving women is based on the low quality of human resources which impact lack of competitive advantage compare to men in the male world concept of economy. Therefore, there must be some certain strategy to diminish discrimination by giving the same opportunity in education and their involvement in the economic development.

Empowerment: The empowerment's ultimate objectives in the organization is to diminish obstacles and bureaucracies to have higher efficiency and effectivity of the organization process to improve services. Empowerment is the act of responsibility and authority distribution from the superior to the subordinate which eventually will involve the distribution of information and knowledge as guidance and employee development in accordance to the company's objectives stated in sync with unit scores as barometer. Empowerment as a process to enhance self-efficacy among their members. Empowerment liberates individuals from strict authorities and gives them the freedom to be responsible towards new ideas, decisions and actions (Conger and Kanungo, 1988). Empowerment in an organization must follow certain functions such as must be treated as an individual that has a great sense of responsibilities. Is encouraged to make his own decision not only for his own job scope and position but also for all kinds of personal aspects in the organization in general). Conduct tasks that are interesting, challenging with clear identity). There is freedom to conduct planning, target identification, planning project planning schedule and determine the problem solving of the problem faced. Opportunity to expand their potential into actual effective operational abilities, thus enhancing productivity. Empowerment is an authority in decision making in the individual scope of work without having to ask permission and the power to implement the decision. By giving this opportunity to our employees, they will be able to optimize their potential thus creating a better synergy. The empowerment variables will allow the employees as the member of the organization to feel that they are able to conduct their tasks impressively.

Supervision system: The objective of the supervision is vital so they would receive an efficient and effective result in accordance to the determined planning. Supervision is the task of the manager to determine that all tasks have been conducted in accordance to the planning and or results expected. Supervision is results,

valuing the results and if necessary conducting revisions so the results are in accordance to the planning (Moekijat, 1990). Supervision is the process to determine what tasks have been done, valuing and correcting if necessary with the objective so that the tasks is in accordance to the planning (Handyaningrat, 1985). Supervision system is another form of direct surveillance in managing one organization. High surveillance in management function will eliminate the degree of deviation at work done by subordinates in the organization (Moekijat, 1990). Women managers more over to be more accurate and personal in carrying out surveillance as main tasks.

Quality of public service: Quality of public service is a dynamic condition in relations to the product, services, human, process and environment that has met or exceed the objective. Public quality of services considered as excellent or fulfill satisfactions if it meets the requirements the expectations and satisfy the community. Supposedly community served are not satisfied with the services, the public quality of services will be considered as unqualified and disappointing. Therefore, formulation of excellent public services can be elaborated in several dimensions as follows physically visible, facilities, equipment, personnels and communication) professional, service unit creates qualified public services) responsive, willingness to serve the community, responsible for qualified public services) competent, knowledge and competence based human resources) friendly, sociable, friendly, great interpersonal relationship skills human resources, accountable, high integrity in gaining public trust) safety, public services must be free from all risks and dangers) accessible, easy to access at all possible time and sympathetic approach) communicative, willingness to receive feedbacks, listen to public aspiration and be informative to public) understand public needs and trying utmost efforts to fulfill public needs (Zeithml *et al.*, 1990).

In study Page 3 Minister of Empowerment No. 63/Kep/M.Pan/2003, Paragraph 1, Point c regarding standard operating procedures of Public services Guidance, public services can be divided into three different segments as stipulated) administrative Public service group which produce documents required by public. Such as citizenships study, competency certificates, ownership and important ownerships papers, etc. Official documents related are for instance Identification Documents, Birth Certificates, Marriage Certificates, Death Certificates. Vehicle licenses, Drivers Licenses, Building Approval Licenses, passports, Land and House Certificates, etc.). Goods Services Group which produces any kind of form of goods requires by

public such as; telephone distribution services, electricity distribution, clean water distribution services, etc.) public services group such as public schools, public health, public transportation, post and etc. Public services belongs to public rights based in principles, simplicity, consciseness, committed, accurcay, punctuality, safety, responsibility, accountability, easy and accessable infracturures, friendliness and comfortability. Public services in European Unian as stated in the the character of fundamental right of the european union on chapter 14 regarding principles of public services as stipulated) to receive equal fairness services promptly, the rights to be heard before any harmful actions to be done to self, the rights to access all relevant documents with confidentiality and protected privacy). Responsibility of public administrators to provide reasons for important decision making). Entitlement of all claims caused by negligence caused by public admintrators from any wrong doing.

MATERIALS AND METHODS

This study was beased on quantitative method of research and was an explanatory type of research which emphasized to analyze the correlation among variables and hypothesis to be tested. As relational focus explained on correlations based upon explanation among variables, whether any positive correlations among performance of public servant toward overall public satisfactions in the area. Population in this study are 120 people in Local government office at tangerang selatan who reached 17 years old, by using accidental sampling such as those who accidentally met personally with the researchers when processing their documents at the counters administration public office. Data collection technique were done by close observation, interview guide, questionnaires and documentations. By using analysis technique through editing, coding and tabulating data analysis qualitatively and quantitatively. Data processing for analysis done by AMOS SEM. Structural Equation Modeling is a statistic technique that analyze latent variables, observed analysis and measurements errors directly. SEM analysis correlations among latent variables and indicator variables, one latent variable to another correlation variables and pin point any discrepancies among variables.

Analysis and conclusion

Measurement goodness-of-fit model test: Measurement Model testing are used to test correlations among indicators and latent variables. A combined structural measurements created measurements errors testing as a

Table 1: Estimated normality test

Variables	Min.	Max.	Skew	Cr	Kurtosis	Cr
y1.4	1.000	5.000	-0.104	-0.463	-0.885	-1.980
y1.3	1.000	5.000	0.062	0.276	-1.022	-2.225
y1.2	1.000	5.000	-0.029	-0.131	-1.156	-2.525
y1.1	2.000	5.000	0.158	0.705	-0.929	-2.078
x2.1	1.000	5.000	-0.302	-1.353	0.188	0.420
x2.2	1.000	5.000	-0.114	-0.511	-0.447	-1.000
x2.3	1.000	5.000	0.130	0.581	0.264	0.591
x2.3_A	1.000	5.000	0.028	0.124	-0.575	-1.286
x2.4	1.000	5.000	0.069	0.307	-0.368	-0.824
x2.5	1.000	5.000	0.283	1.267	-0.545	-1.219
x1.1	1.000	5.000	0.280	1.254	-0.002	-0.004
x1.2	1.000	5.000	0.441	1.972	-0.534	-1.194
x1.3	1.000	5.000	0.529	2.367	-0.537	-1.201
x1.4	1.000	5.000	-0.120	-0.537	0.779	1.743
Multi variables					28.843	6.460

part of SEM on testing the analysis factors simultaneously sith hypothesis testing (Bollen, 1989). Measurement error model test the result of Chi-square is 75.966 with the degrees of freedom as high as 65 and probability level as 0.000 as shown at Table 1. It showed that valued factors of CMIN, RMSEA, GFI, TLI, NFI fitted the evaluated structural model and proven to be valid. With critical ratio skewness value is 2.58 at significance level of 0.01 (1%) <2.58 data is distributed normal and is valid.

Measurement of Modified Goodness-of-Fitted Model Data analyses technique

Data processing methods with AMOS: In this study, the stages that must be passed in data processing with AMOS are normality test, confirmatory factor analysis (CFA) and second order confirmatory factor analysis (CFA 2nd). Since the observed variables can be measured directly, researchers used 2nd CFA in order to measure directly the observed variables. In the second CFA, the endogenous latent variables, e.g., personal mastery, building shared vision, team learning, system thinking and mental model will be observed variables whereas the latent exogenous variables is competitive advantage.

This used analysis of Structural Equation Modeling (SEM). The software used for this study is IBM AMOS 22.00. The theoretical model has been described in the path diagram is analyzed based on data obtained.

Model measuring test: Measurement model testing is used to examine the relationship between the indicators with latent variables. The combination with structural model testing and measurement testing allow the researchers to test the measurement error as an integral part of SEM and analysis factor in the conjunction with hypothesis testing. In the measurement of test results, it obtained Chi-square values 0.000 with the degree of freedoms 65 and probability level 0.000 measurement that

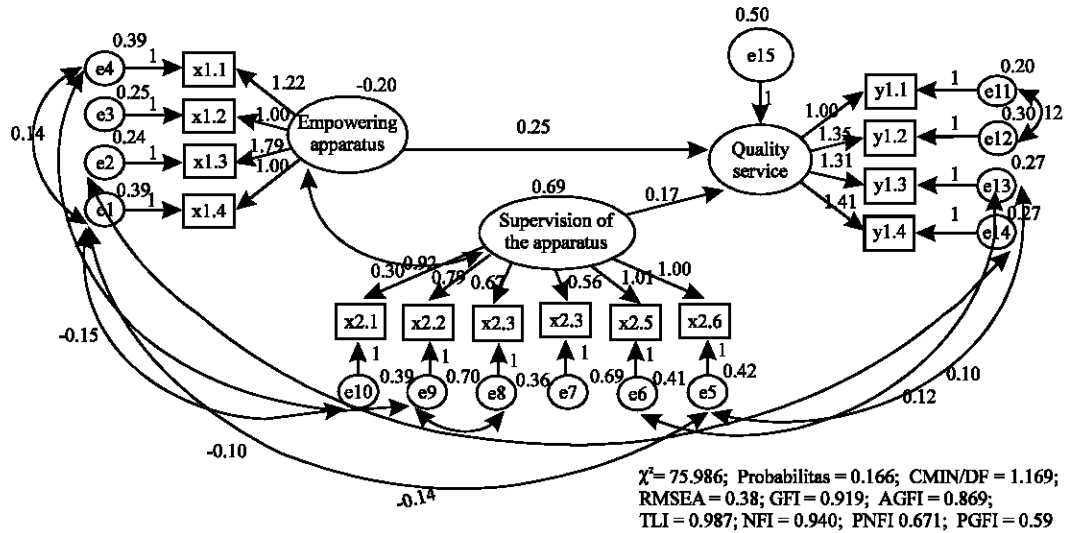


Fig. 1: Confirmatory Goodness-of-Fitted Model, Primary Data, 2016; Confirmatory Factor Analysis/CFA

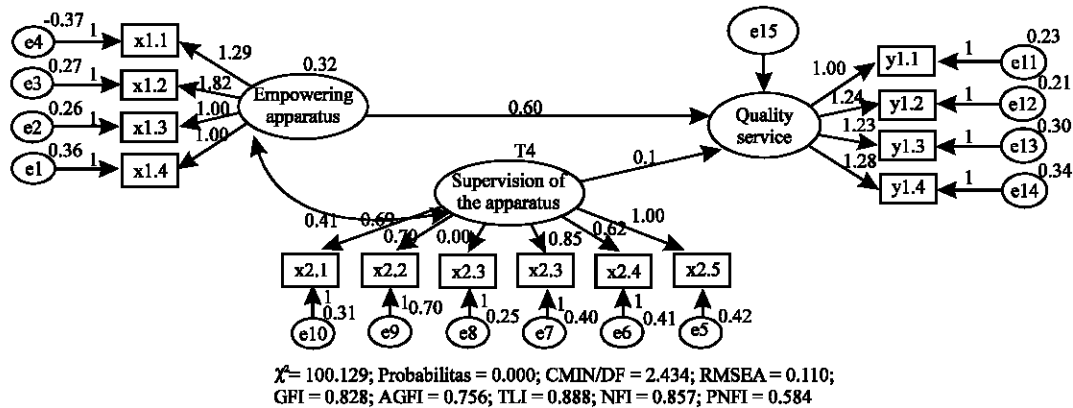


Fig. 2: Modified Goodness-of-Fit model

results can be seen in Fig. 1. Confirmatory analysis factor is a technique to measure multivariate analysis to test hypothesis by implementing several indicators. This study has resulted confirmatory analysis factor to be fitted as shown in Fig. 2 confirmatory analysis has rejected the model purposed and therefore has proposed the accepted model as shown in Table 1. The proposed model has been tested the values factors of variant and covariant using Goodness of Fit Model by using SEM tested by several valued factors to fit goodness of fit model analysis. The results are as shown at Table 1.

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Based on the Table 1 valued factors of probability λ^2 is $0.000 < 0.05$, values factors of goodness of fit index (GFI) $0.579 < 0.09$, values factor of Adjusted Goodness of Fit Index (AGFI) $0.491 < 0.90$, value factors Comparative Fit Index (CFI) $0.795 < 0.95$, value factors of Tucker-Lewis Index (TLI) is $0.770 < 0.95$ and values factors Root Mean Square Approximation (RMSEA) is $0.129 > 0.08$. The results of confirmatory of fit model analysis resulted poor evaluated model values factors which determined that the proposed model considered unfitted. Therefore, proposed a new model goodness of fit model that was accepted as

Table 2: Goodness-of-Fit Model test

Index	CR	VE	Evaluated
Chi-square	0.00	75.986	Valid
Probability level	≥ 0.05	0.166	Valid
CMIN/df	≤ 2.00	1.169	Valid
CFI	≥ 0.90	0.991	Valid
RMSEA	≤ 0.08	0.038	Valid
TLI	≥ 0.90	0.987	Valid
GFI	≥ 0.90	0.919	Valid
AGFI	≥ 0.90	0.869	Marginal

Table 3: Goodness-of-Fitted Model accepted

Public service-empowerment			Public service-surveillance				
0.695	0.116	6.003***	par 14	0.674	0.134	5.040***	par 15

shown in Table 2. The first proposed model rejected due to large values factors of measurement errors with indicators modification indexes.

Table 2 shown accepted goodness fitted model modified by using recommended AMOS calculation with considerations as shown in Table 2. With summary of tested goodness of fit analysis as shown.

After modified model has been accepted, all value factors from criteria of Goodness-of-Fit Model improved results have been developed. CFI value factors results are positive compared to the proposed model previously. Criteria of CFI improved with valid evaluated results, TLI results also positive and RMSEA approached the value factor valid almost approaching standard goodness-of-fit index, even though value factors of chi square, GFI dan AGFI poor as shown in Table 3.

Validity and reliability test: Validity and reliability test were being used to measure which indicators explains the biggest correlation among variables in the study. Validity and Reliability tests were being used in the study such convergent validity and critical reliability.

Convergent validity test: Convergent validity will be show correlation among indicators and latent variables. Value convergent validity can be observed from loading factors of each indicators toward their construct. Indicators can be analyzed valid if loading factor of each indicators has loading factors >0.50. Indications of loading factors will be emphasize as shown in Table 3. According to Table 2 value factors of all variables shown in CR and VE as stated CR >0.70 and VE >0.5. Based on these questions statement in questionnaires were related and proved to be valid and reliable.

Hypothesis coefficient test: Hypothesis coefficient test done to determine causal analysis correlation among variables to what degree exogenous and endogenous variables related. Exogenous variables is positively

Table 4: Critical ratio and validity evaluation

Indicators/Variables	Estimate	SE	CR	p-values
Public service<-empowerment	-0.002	0.130	-0.019	0.985
Public service<-surveillance system	0.436	0.218	0.004	0.450
Women<-empowerment leaderships	0.502	0.150	3.342	0.721

correlated to endogenous variables if $p \leq 0.5$. Hypothesis test against the model shows that this model fit the data used in this study. The Chi-square value is big enough, e.g., 0.05 since, the value is affected by the degree of freedom. In this study, the degree of freedom is 60, if the value is smaller than the degree of freedom, the chi-square value will be reduced. Structural model above show the Chi-square is 0.05 and the degree of freedom is 60 in Table 4, it showed that the value or CMI/df matched with the criteria. Although the value of RMSEA, TLI, CFI, GFI and AGFI are at less than standardized value, the value of TFI, GFI NFI is closer to the recommended values and then the model is still viable to continue to be used. This means that the model is quite fit for use.

Normality test data: Evaluation is done by using the data normally critical ratio value of skewness values equals >0.70 at a significant level of 0.76 (76%). Data is said to be normal distribution if the skewness value of the critical ratio value below <0.50. The results indicated that the proposed model are acceptable. The value of RMSEA was 0.086 which indicated a good structural equation model. Although, the index measuring RMSEA, GFI and AGFI are in poor condition, CFI and TLI were accepted marginally. From the feasibility testing, the model is said feasible if at least one testing method are fulfilled.

RESULTS AND DISCUSSION

Parameters evaluation

Validity discriminant test: The size of individual reflexive if valid if it has value loading with latent variables to be measured >0.05 if one indicator has a loading value >0.000 than the indicators should be discarded or dropped because is shows the indicators are not good enough to measure latent variables. Here are the results of AMOS structural diagram to measure latent variable. Here are the results of AMOS structural diagram output using IBM AMOS Software 22.00 as shows in Table 4. With validity test, the discriminant validity test used AVE is done by comparing the values of the AVE root of each construct and correlation among constructs. it is recommended AVE value must be >0.50. Based on Table 2 it that AVE roots had larger constructs with the correlation among constructs. It can be concluded that the model has good discriminant validity.

Reliability test: Generally, reliability indicate the extent to which a measuring tool that can provide relatively similar results when measuring the returns on the same subject. Reliability test in the SEM can be obtained through the following formula.

Standard loading obtain from standardize loading for each indicator were obtained from the computer estimation can be described as follow. σ_{Eg} is a measurement error of each indicator. Measurement error can obtained from 1. Indicator liability. The variable is said to be reliable if it has alpha coefficient of 0.5 or higher.

Hypothesis analysis: Goodness-of-fit area estimated structural models to be met. It became a foundation for the next step of the hypothesis as shown in Table 4. Relationships between construct in the hypothesis are indicated by regression weight. The analysis result of the influence women government officials, empowerment, supervision, control and quality of public services are given in Table 4.

CONCLUSION

Women government officials are often look down for their effectiveness in leading their divisions in the government due to its gender weaknesses. From this study can be concluded that leaderships based on gender orientation may develop inferiority among men officials, women officials tend to be more thorough and accurate in carrying their duties. Women officials supervision and empowerment of their subordinates with building shared vision with their personal approaches it developed cohesiveness among officials and subordinates, lack of status gaps resulted a more warm environment, this conducive environment is the key success of empowerment and supervisions. This study has empirically proven that women government officials have their ability to coach, counsel and lead their division effectively by using their managerial skills and sense of patronistic that has been embedded in their characteristics as women. Women leaders proven to be more attentive, personals and thorough in handling their subordinates. Implication in their managerial skills has shown that supervision with personal approaches are more appreciated by subordinates rather than handles in coercive ways and this unique yet personal ways of leaderships has positive impact on the subordinates performance in handling public services. Women officials in the government offices tend to be more communicative in making their empowerment and supervision to their subordinates.

SUGGESTIONS

In this study, revealed that percentage of women officials working at government offices only up to 17.5%. Requires equality in promoting women for higher ranks positions. Women officials effectiveness in leaderships must be trained and upgraded or equipped with effective managerial skills, one of them is effectiveness interpersonal relationships skills for improving leaderships skills among members of the organization.

Public services can be improved by the design of public domain access layout (tangible or public services) to be more convenient and improved. Effectiveness and efficient public services can implement more e-Services.

IMPLEMENTATIONS

Implementation of effective communication and open communications are strongly advised. Psychological gaps among superiors and subordinates may diminish social gaps among them which increase sense of belongings among subordinates to work and serve the public with eagerness. Aside to that as women officials as leaders need to comply to good governance as positive managerial implications.

Empowerment of subordinates have to include helpfulness from superiors to subordinates for solutions, superiors have to be perfect role model in giving services to internal staffs/subordinates as well as to external/public, empowerment requires integrity, accountable and participated, improvement in operationals, establish mutual trust and must put less pressures or tensions to subordinates.

Public services can also be improved by extensively developed positive attitude for subordinates to be more reliability includes competencies in handling public needs, accurate in handling public services and doing completed staff work, responsiveness will include appropriate seriousness, punctuality and assurance of knowledge, politeness, decisiveness and low risks, tangible in form of physical facilities such as cleanliness, conveniences of waiting rooms, complete and availability of. Logistics (passport books, ink, computer updated, online services and updated software) to accelerate services to be more efficient and not time consuming. Far more empathy can be delivered in promptness, perfect timing, attentiveness, willingness to assist, improvement of services and helpfulness.

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