

Competency Analysis, Servant Leadership, Organizational Commitment To The Performance Of Village Heads And The Quality Of Public Services In The District Maros, Pangkep And Barru Provinces South Sulawesi

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Abstract

This research is to find out and analyze the influence of k ompetension, servant leadership, organizational commitment to the performance of village heads, influence of kompetension, servant leadership, organizational commitment to the quality of public services in Maros, Pangkep and Barru Regencies, The influence of village head performance on the Quality of Public Services, Influence of Competence, Servant Leadership and The Organization's Commitment to the Quality of Public Services through the Performance of Village Heads in Maros, Pangkep and Barru Regencies, South Sulawesi Province. To implement this goal, data collection techniques are carried out through the dissemination of questionnaires, while data analysis techniques use descriptive analysis and SEM Amos analysis. The results of the research conducted show that competence has a significant influence on the performance of village heads, servant leadership has a significant influence on the performance of village heads, organizational commitment has a significant effect on the performance of village heads, competence has a significant effect on the quality of public services , servant leadership has a significant effect on the quality of public services, organizational commitment does not have a significant effect on the quality of Public services, the performance of village heads has a significant effect on the quality of public services. Competence has a significant effect on the quality of public services through the performance of village heads. Serving leadership has a significant effect on the quality of public services through the performance of village heads. The organization's commitment has no significant effect on the quality of public services through the performance of village heads in Maros, Pangkep and Barru Regencies.

Keywords: Competence, Servant Leadership, Organizational Commitment, Village head performance and quality of public services.

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I. Introduction

Nowadays, village development is an important activity in improving the standard of living of rural communities, the quality of human life, poverty reduction through the fulfillment of basic needs, the development of village facilities and infrastructure, the development of global economic potential. The importance of sustainable village development is very much needed by the function and role of the village government. Law No. 6 of 2014 Article 1 Paragraph (1) which explains that village government is the implementation of government affairs and the interests of local communities in the government system of the Unitary State of the Republic of Indonesia. The village government is the village head or what is called by another name who is assisted by village officials as an element of village administration.

Providing services to the village community, both in terms of administrative services and services, each village head is assisted by village officials who participate in carrying out their respective fields of duty. The involvement of the village head in the implementation of public service functions is in the Law. No. 6 of 2014 Article 26 paragraph (1) confirms that the village head is tasked with organizing village government, carrying out village development, village community development and empowering village communities. In carrying out their duties, the village apparatus is a staff element that assists the village head in the formulation of policies and coordination which is accommodated by the Village Secretariat and its supporting elements as policy implementers in the form of technical implementers and regional elements.

A public problem that demands the quality of public services from Bureaucrats, although these demands do not match expectations. Because public service empirically occurs so far it is still characterized by things like convoluted, slow, uncertain, exhausting. The quality of public services is the result of the interaction of various aspects, service systems, human resources of service providers, strategies (Mahsyar, 2011). While in

the Act. No. 25 of 2009 article 1 Paragraph (1) concerning public services that public services are activities or series of activities in order to fulfill service needs in accordance with the law for every citizen and resident of goods, services and or administrative services provided by public service providers.

The problem of public services for the government to the people in Indonesia is still often found some weaknesses, this can be seen in terms of efficiency and effectiveness, responsiveness, similarity of treatment and the size of the bureaucratic rentier which is still far from public expectations. By comparing the efforts taken by the government with the condition of public services that still do not seem to contribute much to the quality of public services themselves, even the bureaucracy of public services by the government is still unable to provide fair and non-partisan services (Mahsyar, 2011). In addition, the village apparatus in providing administrative services to each community has not been in accordance with the expectations and demands of the village community. In an effort to overcome problems related to the quality of public services, it is largely determined by the performance of the village head.

Performance is related to the appearance of one's work in the form of quality or quantity in an organization. Determining the goals of each organizational unit is a strategy in improving its work performance. According to Taryaman (2016: 130) that employee performance as a result of the work of an employee, a management process or an organization as a whole. The result of the work must be concrete and measurable evidence (compared to predetermined standards according to the results of the work). The performance of village heads is indispensable in improving the quality of public services in government activities. The reason is because with the high performance of the village head, it will have an impact on improving the quality of public services. This is supported by goal setting theory, where goal setting involves developing an action plan designed to motivate and guide a person or group towards a goal. More specific goals lead to higher performance improvements rather than easy and general goals (Ghozali, 2020).

Then in a study conducted by Bismart et al., (2021), Potolau (2020) which found that employee performance affects the quality of public services. Meanwhile, research by Herman (2018) cannot prove that employee performance can affect the quality of public services. There are differences in the results of research conducted by previous researchers and are not in line with the goal setting theory, so gap research is still found. The performance of the village head and the quality of public services can be determined by 3 factors, namely competence, servant leadership and organizational commitment. Competence is related to a person's ability to carry out their work carefully and correctly or in other words understand and master the skills that should be done (Lubis et al., 2018: 54). According to June and Mahmood in Taryaman (2016:28) that competence can be described as an individual characteristic associated with effective performance. So it can be said that competence can have an impact in improving employee performance. This is in accordance with research by Makawi et al., (2015), Palembang et al., (2020), and Rande (2016) which show that competence has a positive and significant effect on employee performance. However, in research by Dhermawan et al., (2012), Damopoli et al., (2021) which could not prove that competence has a positive and significant effect on performance, thus in this study found gap research.

Factors that affect the performance of village heads and the quality of public services are servant leadership, which is a leadership that starts from sincere feelings arising from the heart to serve, put the needs of followers as a priority, get things done with others and help others in achieving a goal (Riadi, 2017). The problem of servant leadership greatly affects employee performance and the quality of public services, this is in accordance with research conducted by Rezal et al., (2021), Nadir (2016), and Al-Amin & Utami (2021) which found that servant leadership has a positive and significant effect on employee performance. Meanwhile, in a study conducted by Kamanjaya et al., (2017) and Hati et al., (2020) which found that servant leadership did not have a significant effect on employee performance, so gap research was found in this study.

The problem of servant leadership not only affects the performance of village heads but also affects the quality of public services. This is in accordance with research by Setiawan et al., (2015), Ferdinandito & Haryani (2021), Dandi (2020), Supriyanto (2017) which found that servant leadership has a positive and significant effect on the quality of public services. Another factor that affects employee performance and the quality of public services is organizational commitment, which is related to the level to which an employee takes sides in an organization, its goals and the strong desire to maintain membership in an organization (Yateno, 2020: 234). Organizational commitment is an important part of employee performance. According to Sopiha & Sangadji (2018: 184) who stated that leaders who are highly committed to the organization will cause high organizational performance as well. So it can be said that organizational commitment can affect employee performance, this is in accordance with research by Balasama & Piartrini (2019), Safrida (2020) which found that organizational commitment has a positive and significant effect on employee performance. Meanwhile, research by Sutopo (2018), Manery et al., (2018) which cannot prove that organizational commitment affects employee performance. So in this study, it was found that there was gap research.

Organizational commitment not only affects the performance of village heads, but also affects the quality of public services. This is based on research by Asmawi et al., (2021), Bahaudin (2020), Ahmad et al., (2020)

which found that organizational commitment has a positive and significant effect on the quality of public services. However, in research by Supriyanto (2017) which cannot prove that affective commitment affects the quality of public services. So that in this study, gap research was found.

The results of observations regarding research conducted by previous researchers, namely the influence of competence, servant leadership, organizational commitment to the quality of public services, found that there are still differences in research results (gap research), so in this study it is necessary to conduct a mediation test by adding the performance of village heads as an intervening variable, this is based on research conducted by Bismart et al., (2021) showing that employee performance does not mediate the influence of competence to the quality of public services. Meanwhile, research conducted by Supriyanto (2017) whose research found that work performance can mediate the influence of servant leadership and affective commitment to service quality.

Based on the results of observations made by previous researchers, researchers emphasize more on the performance of the village head as an intervening variable, the reason is because a village head who has a professional attitude will continue to pursue his work with the expertise he has with the aim of providing services to the community with full discipline in carrying out his work attitude (Herman, 2018). Then in this study, the difference made by Bismart et al., (2021) which emphasizes employee performance as mediation by choosing competence, teamwork, service quality as independent variables. Meanwhile, what the researcher did was to emphasize the factors of competence, servant leadership, organizational commitment to the quality of public services by using the performance of village heads as a mediation variable. Furthermore, Supriyanto (2017) whose research observed the influence of service leadership, affective commitment and work motivation on lecturer performance and the quality of higher education services. Meanwhile, what the researcher did was to put more emphasis on village government agencies as the focus of this research.

The novelty of the research that will be carried out is to conduct mediated testing on the performance of village heads by choosing competence, servant leadership and organizational commitment as exogenous variables and the quality of public services as endogenous variables. Meanwhile, the districts of Maros, Pangkep, Barru and Pare-pare, South Sulawesi Province are the objects of this study. But researchers did not choose the city of Pare-pare, because it is an administrative city, where it has no villages. The results of observations in the three regions of South Sulawesi Province such as Maros, Pangkep, and Barru through a presurvey found that the quality of public services has decreased, this can be seen from the responsiveness of village heads in providing public services still needs to be improved. The reason is because the village head still often experiences delays in settlements related to rural administration and besides that the village head is less reliable in providing public services that are in accordance with community expectations. Then another problem is that office facilities and infrastructure such as computers, desks, office chairs and wifi networks owned by rural offices are still limited. So this is a problem faced by village government offices in Maros, Pangkep and Barru Regencies.

One of the factors that causes the quality of public services at village government offices in Maros, Pangkep and Barru Regencies still needs to be improved is the declining performance of village heads. The results of measuring the performance of the village head using the employee performance target indicator (SKP), namely the workload that must be achieved by the village head's performance in developing his duties within a period of one year, are still considered to have decreased. Meanwhile, work behavior is any behavior, attitude or action carried out by the performance of the village head in a 1-year period is also still declining. The results of observations regarding the performance of village heads at the three village government offices in Maros, Pangkep and Barru districts have decreased. Where the average performance of the village head, both in terms of Employee Performance Goals (SKP) and work behavior seems to have decreased. There is a decrease in employee performance targets (SKP) due to the completion of work not in accordance with the targeted, other than because work facilities in village offices such as desks, work chairs, computer facilities are still limited which causes work implementation not in accordance with the targeted.

Another factor that causes the performance of village heads and the quality of public services to decrease is work competence. This can be seen from the knowledge and skills of village heads related to public service issues that still need to be improved. In addition, the work commitment of the village head is considered to still need to be improved by providing opportunities for the village head to perform better in the future. Thus, it can be said that the competence, organizational commitment and performance of the village head which are considered still need to be improved, this is the problem found from the results of observations at the village office, especially for Maros, Pangkep and Barru districts which are observations in this study.

II. Methodology

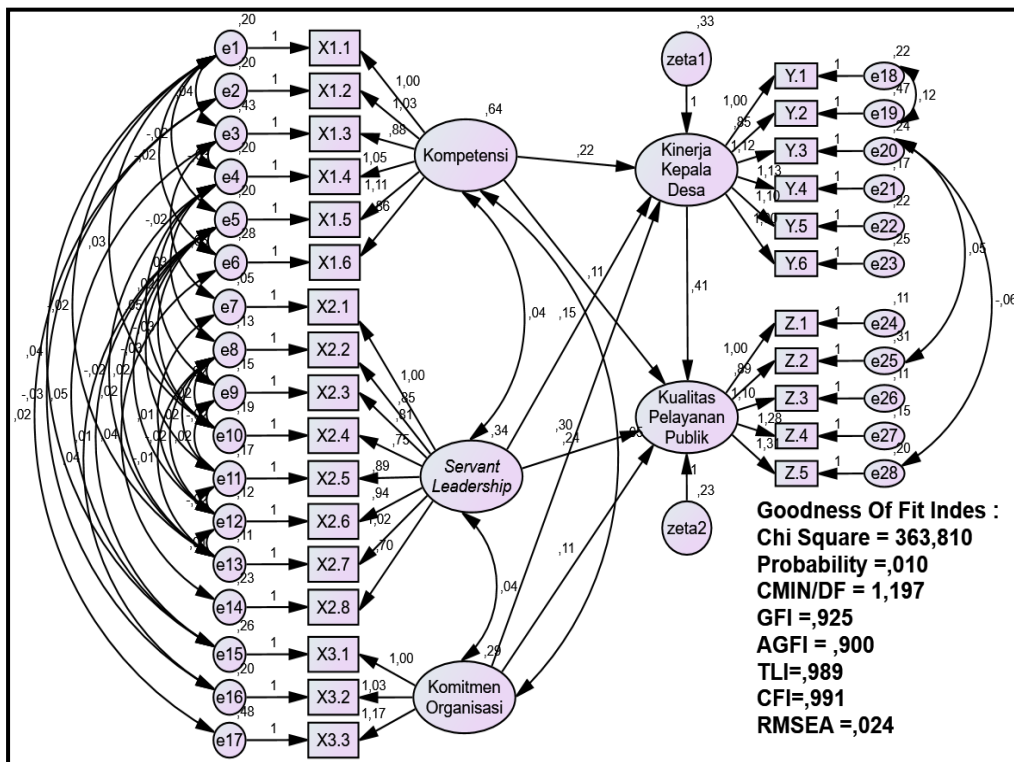
This research approach uses quantitative methods aimed at testing research hypotheses. In quantitative methods this is explanatory research, which aims to test a theory or hypothesis in order to strengthen or reject an existing research theory or hypothesis. Steps taken for hypothesis testing through an explanatory research approach (Arikunto, 2017). the number of village apparatus in Maros, Pangkep and Barru Regencies of South

Sulawesi Province observed in this study was 1,904 people, so the size of the sample size can be determined by the sloving formula From the results of the sample calculation with the sloving formula, the number of village apparatus used as a sample in this study was 331 people in MarosRegency, Pangkep and Barru, South Sulawesi Province.

III. Hasil Penelitian

After the SEM Amos assumption test is carried out which shows that the data used for testing the research hypothesis has met the SEM assumption, the feasibility test of the *full structural* model will first be presented with the SEM Amos 24 analysis, which aims to find out whether the model to be used in testing the research hypothesis is fit, in order to provide *representative* information for hypothesis testing in this study.

Based on the description above, the feasibility of a *full structural model* will be presented which can be shown in figure 1, namely:



Gambar 1
Full Model structural

Figure 1, namely the *full structural model* (before revision) will then be presented with a *goodness of index* (GOF) value, so that it can be used to find out whether the *full structural model* is fit. This is shown through table 1, namely:

Table 1. Full structural model Feasibility Test in SEM Amos

No	Goodness Of- Fit Indexes	Cutt Value (Nilai Batas)	Hasil	Kesimpulan
1	χ^2 - Chi Square	345.66*)	363.810	Buruk
2	Probability	> 0.05	0.010	Buruk
3	DF	> 0	304	Baik
4	GFI	≥ 0.90	0.925	Baik
5	AGFI	≥ 0.90	0.900	Baik
6	CFI	≥ 0.95	0.991	Baik
7	TLI	≥ 0.95	0.989	Baik
8	CMIN/DF	≤ 2	1.197	Baik

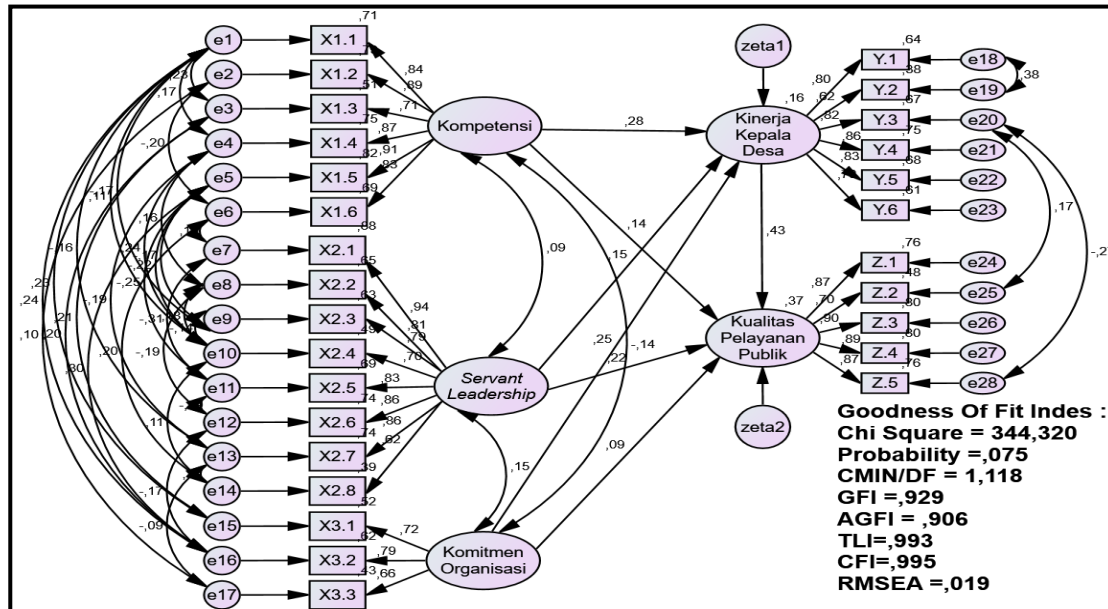
9	RMSEA	≤ 0.08	0.024	Baik
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Sumber : Data diolah, 2022

*)dihitungdengan excel (df=0.05;304)

Table 1, namely the results of the *full structuralmodel* feasibility test in SEM Amos 24, it appears that the chi square value (χ^2) is still large, besides that the value ρ of < 0.05 then the model still needs to be corrected by correlating the *errorvalue* according to the index modification (MI) in SEM Amos,

The results of the *improvement of the full structural* model that can be shown through figure 2 are as follows:



Gambar 2

Full Model structural (Setelahrevisi)

Figure 2, namely the full structural model (after revision) will be presented the GOF value of the *full structural model* after revision which can be shown through 26, namely:

Tabel2. Full Structural Model (SetelahRevisi)

No	Goodness Of- Fit Indexes	Cutt Value (Nilai Batas)	Hasil	Kesimpulan
1	χ^2 - Chi Square	345.66*)	344.320	Baik
2	Probability	> 0.05	0.075	Baik
3	DF	> 0	308	Baik
4	GFI	≥ 0.90	0.929	Baik
5	AGFI	≥ 0.90	0.906	Baik
6	CFI	≥ 0.95	0.995	Baik
7	TLI	≥ 0.95	0.993	Baik
8	CMIN/DF	≤ 2	1.118	Baik
9	RMSEA	≤ 0.08	0.019	Baik

Sumber : Data diolah, 2022

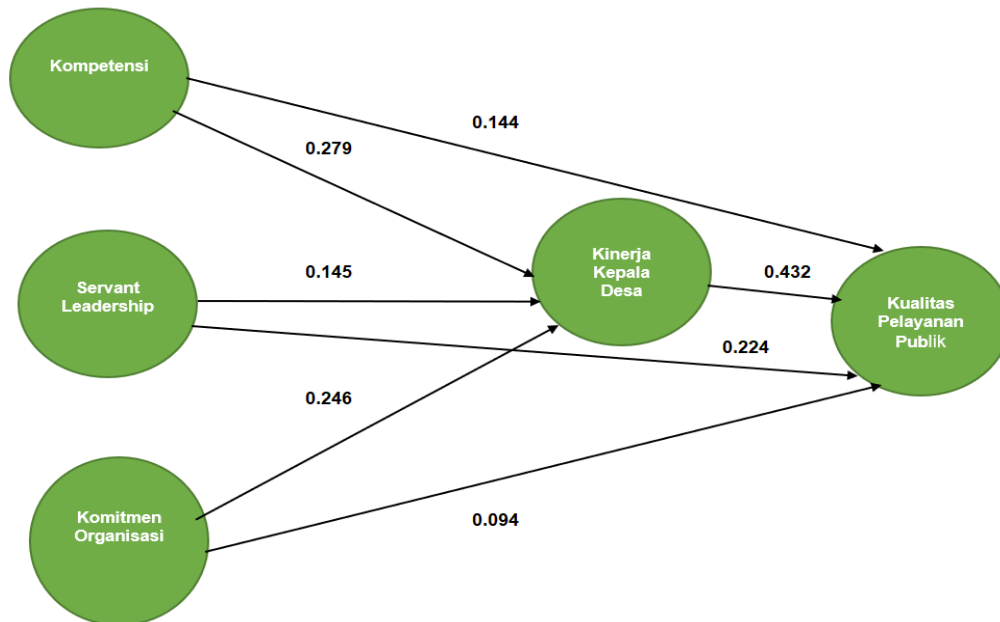
Table 2, namely the *full structuralmodel* after revision, it appears that all GOF values are in accordance with the requirements in SEM Amos, this indicates that the model to be used in testing the hypothesis of this study is fit, so the magnitude of the *regression weight* value will be presented for each path that can be shown in table 3, namely:

Table 3. Magnitude of *Regression Weight* Value for Each Path in *Amos Structural Model Equation (SEM) Analysis*

No	Uji Jalur	Standardized Regression	SE	C.R	p
1.	Kompetensi -> Kinerja Kepala desa	0.279	0.048	4.729	0.000
2.	Servant Leadership -> Kinerja kepala desa	0.145	0.061	2.574	0.010
3.	Komitmen Organisasi -> Kinerja kepala desa	0.246	0.076	3.783	0.000
4.	Kompetensi -> Kualitas Pelayanan Publik	0.144	0.041	2.749	0.006
5.	Servant Leadership -> Kualitas pelayanan publik	0.224	0.052	4.493	0.000
6.	Komitmen Organisasi -> Kualitas Pelayanan Publik	0.094	0.064	1.648	0.099
7.	Kinerja Kepala Desa -> Kualitas pelayanan publik	0.432	0.056	7.377	0.000

Sumber : Data diolah, 2022

Table 3, namely the results of *regression weight* in *SEM Amos*, will present the results of the path test to support hypothesis testing in this study which can be shown in figure 3, namely as follows:



Gambar 3 Hasil Uji Jalur dalam SEM Amos

Sumber : Data diolah, 2022

Figure 3, namely the results of the path test in *SEM Amos*, will be carried out the results of the path test in proving the research hypothesis that has been previously stated which can be described as follows:

a. Direct Effect Analysis

The analysis of *direct effects* in *SEM Amos* in testing research hypotheses can be described as follows:

1. The Effect of Competence on Village Head Performance (H_{1.1})

The results of the track test in *SEM Amos* obtained a *standardized regression weight* value of 0.278, this can be interpreted to mean that an increase of 1 point of village head competence in village government management will be followed by an increase in the performance of the village head by 0.278 points. The findings of this study show that the higher the competence of village heads in managing their government, the more it will be followed by an increase in their work performance. Then judging from value $\rho = 0.000 < 0.05$ means that competence has a positive and significant

influence on the performance of village heads, this indicates that competence can have a real impact that can improve the performance of village heads, especially in Maros, Pangkep and Barru Regencies, South Sulawesi Province.

2. The influence of *Servant Leadership* on the performance of village heads (H₂)
The results of the analysis on the influence of servant leadership on the performance of village heads in Maros, Pangkep and Barru Regencies of South Sulawesi province, where in the analysis in SEM Amos obtained a *standardized regression weights* value of 0.140, this can be interpreted as an increase of 1 point of servant leadership serving (*servant leadership*) will be followed by an increase in the performance of the village head by 0.140 points. These findings indicate that the better the *servant leadership* within the Maros, Pangkep and Barru regencies of South Sulawesi province, the more impactful it will be in improving the performance of village heads. Then judging from the value value = $0.043 < 0.05$, it shows that *servant leadership* has a positive and significant influence on the performance of the village head.
1. The Effect of Organizational Commitment on the performance of village heads (H₃)
The results of the path test in SEM Amos, namely the influence of organizational commitment on the performance of village heads, in Maros, Pangkep and Barru districts of Sulawesi Selatan Province obtained a *standardized regression weight* value of 0.253, this can be interpreted to mean that an increase of 1 point organizational commitment can be followed by an increase in the performance of the village head by 0.253 points. Then judging from the value value = $0.000 < 0.05$, it shows that the organization's commitment has a significant influence on improving the performance of village heads in the districts of Maros, Pangkep and Barru Sulawesi Selatan.
1. Effect of Competence on the quality of public services (H₄)
The results of the track test in SEM Amos are the effect of competence on the quality of public services in the districts of Maros, Pangkep and Barru Provinsi Sulawesi Selatan obtained a *standardized regression weights* value of 0.151 points. Hal this can be interpreted to mean that the increase of 1 point of competence of the village head will be followed by an increase in the quality of public services by 0.151 points. This finding indicates that the higher the competence possessed by the village head, the higher the improvement in the quality of public services, especially in the districts of Maros, Pangkep and Barru of Sulawesi Selatan province, then judging from the value value = $0.04 < 0.05$ so that it can prove that the competence of the village head has a positive effect and significant to the quality of public services. It can be indicated that the competence of the village head in the management of his government is real and pat to improve the quality of public services in Kabupaten Maros, Pangkep and Barru of Sulawesi Selatan province.
2. The effect of Servant leadership on the quality of public services (H₅)
The results of the path test with SEM Amos analysis, namely the influence of *servant leadership* on the quality of public services in Maros, Pangkep and Barru Regencies, South Sulawesi province obtained a *standardized regression weight* value of 0.226, this can be interpreted as an increase of 1 point of *servant leadership* can be followed by an increase in the quality of public services by 0.226 points. These findings indicate that the better the *servant leadership*, the better the quality of public services. Then with a value value = $0.000 < 0.05$ shows that *servant leadership* has a real influence in improving the quality of public services, in Maros, Pangkep and Barru districts of South Sulawesi province.
1. Effect of Organizational Commitment on the quality of public services (H₆)
The results of the line test in SEM Amos regarding the effect of organizational commitment on the quality of public services, in the districts of Maros, Pangkep and Barru of Sulawesi Selatan provinces, obtained a *standardized regression weight* value of 0.097 and in addition with value value = $0.091 > 0.05$, This shows that the organization's commitment does not have a significant influence on the quality of public services. The reason is because from the perception of the village apparatus related to organizational commitment, where the handling of the work carried out by the village head in providing services to the village community is considered to be still not in accordance with the expectations of the village community, this is in accordance with the results of the distribution of questionnaires where there is still a perception of the village apparatus which explains that the village head is considered to be still not responsive in serving his community. Then from the perception of the village apparatus, it appears that the village head is considered to be less empowering the community and community institutions in the village, one of the factors that hinder the village head in serving his community is related to limited facilities and infrastructure in providing services to the community, where the existing village facilities and infrastructure are. Such as desks, office chairs, computers and wifi networks in each village office which are considered to be still limited, causing the quality of public services not in accordance with community expectations. So this is the reason that the implementation of

organizational commitments has not been able to have an impact in improving the quality of public services in the districts of Maros, Pangkep and Barru of Sulawesi Selatan provinces.

1. The Effect of Village Head Performance on the Quality of Public Services (H₇) The results of the analysis with SEM Amos, namely the influence of village head performance on the quality of public services in Maros, Pangkep and Barru districts of South Sulawesi province obtained a *standardized regression weights* value of 0.430, this can be interpreted to mean that a 1-point increase in the performance of village heads will improve the quality of public services in Maros Regency, Pangkep and Barru of South Sulawesi province amounted to 0.430 points. Then judging from the value of 0.000 < 0.05, which shows that the performance of village heads has a positive and significant influence on the quality of public services in Maros, Pangkep and Barru districts of South Sulawesi province where it can be indicated that the performance of village heads can have a real impact in improving the quality of public services. p

Based on the results of the analysis of direct influences (*Direct Effect*), an analysis of the *indirect effect* of competence, *servant leadership* and organizational commitment with the performance of village heads as an *intervening* variable on the quality of public services in Maros, Pangkep and Barru Regencies of South Sulawesi province can be presented. Before conducting an indirect effect analysis, the amount of *standardized indirect effect* calculated with SEM Amos can be shown in table 4, namely:

Tabel4. Besarnya *Standardized Indirect Effect* dalam Analisis Uji Jalur

No	Keterangan	Standardized indirect effect	Test statistik	pvalue
1	Pengaruh kompetensi terhadap kualitas pelayanan publik melalui kinerja kepala desa	0,120	3,981	0,000
2	Pengaruh servant leadership terhadap kualitas pelayanan publik melalui kinerja kepala desa	0,063	2,430	0,015
3	Pengaruh komitmen organisasi terhadap kualitas pelayanan publik melalui kinerja kepala desa	0,106	1,608	0,107

Sumber : Data diolah, 2022

Competence has a significant influence in improving the performance of village heads. The reason is because the village government officials perceive that the village head already has the knowledge, skills in leading the village government. The findings of this study are in line with those carried out by Makawi et al., (2015), Palembang et al., (2020), and Rande (2016) and are in accordance with the opinions expressed by June and Mahmood in Taryaman (2016:28). Servant leadership has a significant effect in improving the performance of village heads. The reason is because the village government has the ability to achieve the vision and mission that has been set, in order to advance the village economy in the future. In addition, the village government can build its community as a form of life for the community it leads. The findings of this study have been in line with those carried out by Rezal et al., (2021), Nadir (2016), and Al-Amin & Utami (2021) and are not in line with research by Kamanjaya et al., (2017) and Hati et al., (2020). Organizational commitment has a significant effect on the performance of village heads. The reason is because the village chief is already part of the village government organization. These findings are in accordance with the opinions expressed by Sopiah & Sangadji (2018) and are in line with those carried out by Balasama & Piartrini (2019), Safrida (2020) and are not in line with research by Sutopo (2018), Manery et al., (2018).

Competence has a significant effect on the quality of public services in Maros, Pangkep and Barru Regencies of South Sulawesi province. The reason is because the village head has the knowledge and skills to serve his community which can improve his work performance. This research is in line with that conducted by Ahmad et al., (2020), Susanty (2020), and Bismart et al., (2021). Servant leadership has a significant influence on the quality of public services in Maros, Pangkep and Barru regencies of South Sulawesi province. The reason is that the ability of the village government to carry out village development has been in accordance with its vision and mission, so that it has an impact in improving public services which are the top priority. This is in line with research conducted by Setiawan et al., (2015) Organizational commitment does not have a significant effect on the quality of public services in Maros, Pangkep and Barru Regencies, South Sulawesi Province. The reason is because the perception of the village apparatus from the results of observations that have been made, where the vision and mission for village development activities have not been carried out as targeted, this is due

to the limited facilities and infrastructure of the village. So this research is not in line with that conducted by Sembiring et al., (2020), Saputra& Nurani (2019) and Dandi Ilham Maulana (2020).

The performance of the village head has a significant effect on the quality of public services. This finding indicates that the increasing performance of village heads will have an impact in improving the quality of public services, this is in line with research conducted by Widiaswari (2012), Saragih (2017), and Bismawati (2016) Competence has a significant effect on the quality of public services through the performance of village heads. This indicates that competence (knowledge and skills) can significantly improve the performance of village heads which in turn has an impact on the quality of public services. Thus, this study has been in line with that carried out by Bismart et al., (2021). Servant leadership has a significant effect on the quality of public services through the performance of village heads in Maros, Pangkep and Barru regencies of South Sulawesi province. These findings indicate that serving leadership can actually improve the performance of village heads, thus impacting the quality of public services. This finding is in line with that made by Supriyanto (2017) Organizational commitment has no signification effect on the quality of public services through the performance of village heads in Maros, Pangkep and Barru Regencies of South Sulawesi province. This research indicates that the organization's commitment has not been able to improve the quality of public services through the performance of village heads. So that this study is not in line with what was conducted by Supriyanto (2017).

IV. Kesimpulan

The need for the village head and his staff to provide more satisfactory services with more professionalism, have an attitude or culture of service, without any illegal rewards or levies in helping the community, which in turn there is no longer any complaint for the community for the services that have been provided so far. The village government as an apparatus for providing public services through the current leadership, it is necessary to further develop competencies, skills, skills, behaviors that comply with applicable laws and regulations as well as placement of positions in accordance with their fields, in order to have an impact in creating reliable public services. The need for village heads to make standard public service policies that support the implementation of effective, efficient and accountable public services. So it is hoped that the villagers can feel satisfied with the services provided so far. The village government and its tools should add facilities and infrastructure at the village office, especially the procurement of computers, internet networks in order to further improve the efficiency, effectiveness, accountability of village management, so as to have an impact on the satisfaction of services for the village community. The need for future research to make observations in other villages (outside of Maros, Pangkep and Barru districts), which aims to provide an overview to the South Sulawesi provincial government related to the influence of competence, village head leadership, organizational commitment to the performance of village heads, quality of public services in other villages

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