The Influence of Leadership and Employee Empowerment on the Quality of Land and Building Tax Services in Tengah Village, Kramat Jati District East Jakarta Administrative City

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ABSTRACT: This research aims to determine and examine the partial and simultaneous influence of leadership and employee empowerment on the services quality in Tengah Village, Kramat Jati District, East Jakarta Administrative City.

The research method uses a survey with a quantitative approach that is correlational with a sampling technique that is saturated sampling, namely a sample research technique when all members of the population are used as samples, another term for saturated samples is all, where all members of the population are used as samples. In this study, the number of samples was 48 respondents. The variables studied are leadership (X_1) and employee empowerment (X_2) as independent variables, while Land and Building Tax Services service quality is the dependent variable (Y).

Based on the results of the research that has been carried out, it can be concluded that from the results of the discussion and research, namely: a) The results of the hypothesis test of the leadership variable on the services quality obtained a correlation coefficient value of 0.727. Meanwhile, the coefficient of determination is $r^2 = 0.529$, meaning that the services quality is 52.9% determined by leadership, and the remaining 47.1% is determined by other factors, this means that the Ha hypothesis is accepted, namely that there is strong and significant positive influence between leadership on service quality public. b) The results of the hypothesis test of the employee empowerment variable on Land and Building Tax Services service quality obtained a correlation coefficient of 0.717. Meanwhile, the coefficient of determination is $r^2 = 0.514$, meaning that the services quality is 51.4% determined by employee empowerment, and the remaining 48.6% is determined by other factors, this means that the Ha hypothesis is accepted, namely that there is a strong and significant positive influence between employee empowerment and quality services. c) To test the double correlation hypothesis of the leadership and employee empowerment variables together on the services quality, a correlation coefficient value of 0.776 was obtained. Meanwhile, the coefficient of determination is $R^2 = 0.602$, meaning that together, the services quality is 60.2% determined by leadership and employee empowerment, and the remaining 39.8% is determined by other factors, this means that the Ha hypothesis is accepted, namely that there is a strong influence and the significance of leadership and employee empowerment together on the services quality.

KEYWORDS: Leadership, Employee Empowerment, Service Quality.

1. INTRODUCTION

Tengah Village is located in the south of the Kramat Jati District Area and is the sixth sub-district in the order of sub-districts in Kramat Jati District. Tengah Subdistrict has an area of 202.52 ha. In 1975, through the Decree of the Governor of KDKI Jakarta Number: D.1-7903/A/30/1975, the Central Village was designated as a Condet Fruit Cultural Heritage. However, the existence of the Kramat Jati Main Vegetable Market has resulted in the development of the Central Subdistrict area being very rapid and the growth and mobility of the population coming from the area to the Central Subdistrict area is quite high, making it difficult to maintain this area as a Condet Fruit Cultural Heritage. To balance and overcome the above, the Central District has attempted to carry out various activities in both physical and mental spiritual development, community development, and the promotion of peace and order guided by the main tasks as regulated in Regional Regulation No. 3 of 2001 and Governor's Decree no. 40 of 2002 concerning Village Government Organizations in the Special Capital Region of Jakarta which states that the Village Head has the main task of carrying out government affairs, development, and community development in his work area.

Based on the geographical conditions of the Central District as explained above, it is possible to estimate the potential income of the regional government from the tax sector through the Land and Building Tax (PBB). Improving the services quality can increase local government income so that ultimately the funds collected from tax revenues can be used for sustainable regional development. Along with the development of human resources, the role of human resources in activities is demanded to the maximum. Apart from increasing work efficiency and effectiveness, it also improves the performance of the agency, in connection with this, it is also required to adapt itself in carrying out its duties according to the responsibilities given to it.

Quality of Land and Building Tax Services (PBB) is an effort to achieve an organizational goal. Achieving optimal goals is the result of good team or individual performance. Things that influence the services quality include leadership, employee empowerment, coaching, education, and training.

Leadership and employee empowerment support completing existing tasks in the office. Apart from the elements of leadership and employee empowerment, coaching, education, and training are also the main supports for the smooth completion of existing tasks in the office.

Leadership without the support of employee empowerment will not work well. Because, only with leadership without the support of good employee empowerment, good coordination between agencies, and working with discipline to complete tasks in the office well, work cannot be completed on time. So even though there is quality services in the Tengah Sub-District, Kramat Jati District, East Jakarta Administrative City, there are a number of problems that need to be supported, such as: (a) leadership is not yet optimal, efforts should be made to support it through the ability to provide constructive direction to others to carry out a cooperative effort to achieve the stated goals; (b) efforts to support employee empowerment have not been optimal through coaching to support employees in mastering insights related to their work; and (c) based on the two influencing variables above, the optimal services quality has not been achieved due to inhibiting factors, namely: some of the residents of Tengah Subdistrict are native Betawi people who own relatively large areas of land inherited from their parents, while their livelihoods are they are generally just laborers so it is quite difficult for them to pay land and building tax; the small number of employees in the Central District which causes the quality of public services to be less than optimal due to limited human resources; frequent delays in notification information or submission of the Insured Tax Notification Letter (SPPT) and Land and Building Tax (PBB) from the local Tax Office which results in people being late in paying PBB; less than optimal appeals to PBB Taxpayers carried out by Central Subdistrict officers together with officers from the East Jakarta PBB Service Office; and there is still a lack of awareness among Taxpayers to pay Land and Building Tax (PBB) on time.

2. LITERATURE REVIEW

Leadership

Leadership comes from the word "pimpin" which means to guide or lead. The word "lead" gives birth to the verb "to lead" which means to guide or guide and the noun "leader" which is a person who has the function of leading or a person who guides or directs. Meanwhile, leadership is a person's ability to influence other people in achieving goals.

Leadership is one of the keys to determining human success at every level in the organization personally and in social life. In this era of globalization, leadership is very important knowledge to be practiced at all times. Regarding leadership, Kartono (2005) states that leadership is the ability to provide constructive direction to other people to carry out a cooperative effort to achieve stated goals.

The success or failure achieved by an organization and its management depends on the leadership of superiors. Meanwhile, Rivai (2006) stated that leadership is a role and also a process for influencing other people.

Stogdill in Pasolong (2007) states that leaders must have several advantages, namely: (1) capacity, namely intelligence, alertness, speaking ability or verbal facility, authenticity and ability to judge, (2) achievement or achievement, namely graduate degrees, knowledge in the fields of administration, law, and others, (3) responsibility, namely being independent, taking initiative, diligent, tenacious, self-confident, aggressive and have the desire to excel, (4) participation, namely being active, cooperative or likes to work together, adaptable yourself, have a sense of humor.

Furthermore, Joseph C. Rost in Sinambela (2008) argues that leadership is a relationship of mutual influence between leaders and followers (subordinates) who want real change that reflects their common goals. Furthermore, Wahyosumidjo (2003) states that a leader is a person who carries out leadership, while leadership is the abilities or characteristics possessed by a leader. In other words, the definition of leadership is the potential of someone who has the ability or characteristics to lead.

From the definition above, leadership shows a process of a leader's activities that cannot be separated from a person's behavior to foster, consider, influence, and control the thoughts, feelings, or behavior of other people. Leadership seems to be more of a concept based on experience.

Empowerment

Empowerment comes from the English translation "empowerment" which can also mean "giving power" because power is not just "power", but also "power", so the word "power" not only means "able", but also "having power".

The concept of empowerment has been widely accepted and used, perhaps with different meanings and conceptions from one another. In line with this, the following Prijono and Pranaka (2006), state that the concept of empowerment is seen as part or in the same spirit as the current of The flow in the second half of the 20th century, which today is widely known as post-modernism, focuses on attitudes and opinions whose orientation is anti-system, anti-structure, and anti-determinism as applied to the world of power.

Sedarmayanti (2000), also states that Empowerment means a fair distribution of power (equitable sharing of power) to increase political awareness and power of weak groups and increase influence on the "development process and results" from an environmental perspective, empowerment refers to securing access to natural resources and managing them sustainably.

In this connection, Bennis and Mische in Andiriani (2005), explain that empowerment means removing bureaucratic boundaries that divide people and making them use their skills, experience, energy, and ambition as effectively as possible. This means introducing them to develop a feeling of ownership of parts of the process. From the several opinions mentioned above that have been expressed, it can be concluded that empowerment is an action carried out that can encourage initiative and response through enabling, facilitating, as well as consulting as well as working together (collaborating), and guiding (mentoring) so that all problems faced can be resolved quickly and flexibly. es, especially those they are responsible for. While at the same time requiring them to accept a broader share of responsibility and ownership of the entire process.

Service Quality

Quality is a word that has a relative meaning because it is abstract, according to Pasolong (2007), quality can also be used to assess or determine the level of conformity of something to its requirements or specifications. If the requirements or specifications are met it means the quality of something is good, conversely if the requirements are not met then it can be said to be not good. Thus, to determine quality, indicators are needed. Because specifications which are indicators must be designed, this means that quality is indirectly the result of design which has the possibility of being repaired or improved.

Lukman (2004), states that One measure of the success of providing quality (prime) service is very dependent on the level of satisfaction of the customers served. This opinion means that external service from the customer's perspective is more important or more prioritized if you want to achieve quality service performance. Lukman (2004) has the same opinion, stating that service quality is the service provided to customers by service standards that have been standardized as guidelines for providing services.

Albrecht in Lovelock quoted by Riduwan (2004), defines service as: "..a total organization approach that makes quality of service as perceived by the customer, the number one driving force for the operation of the business". This means a total organizational approach that becomes the quality of service received by service users, as the main driving force in business operations.

Sinambela et al (2006), stated that excellent service quality is reflected in 1) transparency, namely services that are open, easy, and accessible to all parties who need them and provided adequately and easily understood, 2) accountability, namely services that can be accounted for following the provisions of statutory regulations, 3) conditional, namely services that are by the conditions and abilities of the service provider and recipient while adhering to the principles of efficiency and effectiveness, 4) participatory, namely services that can encourage community participation, 5) equal rights, namely services that do not discriminate from any aspect, especially ethnicity, race, religion, social status group, and 6) balance of rights and obligations, namely services that consider aspects of justice between providers and recipients of public services.

Based on the description above, it can be concluded that service quality is a person's ability to provide services that can provide customers with specified standards, which indicate reliability, responsiveness, assurance, empathy, and tangibles.

3. RESEARCH METHODS

Research Design

Using a survey research method with a quantitative approach, which is correlational, to see how much the independent variable is related to the dependent variable, namely leadership and employee empowerment variables on the services quality. The research was conducted with a group of individuals, these were employees of Tengah Village, Kramat Jati District, East Jakarta Administrative City. This research method was chosen mainly because of the limited time, costs, and energy that researchers have. With this problem, researchers hope to be able to examine specific aspects of a social situation in depth, in this case, the aspect of the influence of leadership and employee empowerment on the services quality . The disadvantage of this research method is that because it studies specific aspects, the possibility of achieving generalizations is very limited.

Population and Sample

In general, the population is meant as part of a generalization area consisting of objects/subjects that have certain qualities and characteristics, Sugiyono (2009). The population in this study were taxpayers in Tengah Village, Kramat Jati District, East Jakarta Administrative City in RT 001 RW 010, totaling 48 taxpayers.

In this research (Sugiyono, 2009), the sampling technique used is the census technique or saturated sampling, which is a sample research technique in which all members of the population are used as samples, this is often done when the population is relatively small, another term for saturated sample or census is all members of the population are sampled. From Sugiyono's (2009) opinion, the number of samples in the research was 48 people.

Data Processing Techniques

In processing data to provide an explanation or description of the problem being discussed, the data that has been collected from respondents in the form of questionnaire answers will be processed through several stages of data processing, namely: Editing, Scoring , and Data Tabulation

Analysis Method

Sugiyono (2009), testing the validity of data in writing, often only emphasizes validity and reliability tests. In quantitative writing, the main criteria for written data are valid, reliable, and objective. Validity is the degree of accuracy between the data that occurs on the object of writing and the data that can be reported by the author. Thus, valid data is data that does not differ between the data reported by the author and the data that occurs on the object of writing. The data analysis technique used in this research is statistical inference analysis.

4. RESEARCH RESULTS AND DISCUSSION

1. The Influence of Leadership (X1) on Services Quality (Y)

The hypothesis that the author proposes for analysis is as follows:

a. Null hypothesis (Ho):
    There is no positive and significant influence of leadership (X1) on the services quality (Y).
b. Alternative hypothesis (Ha):
    There is a positive and significant influence of leadership (X1) on the services quality (Y).

To test this hypothesis, the author uses Product Moment analysis. The Product Moment correlation analysis formula is:

$$rx_1 y = \frac{\sum x_1 y}{\sqrt{\left(\sum x_1^2\right)\left(\sum y^2\right)}}$$

Next, to calculate the value $r_{x_1 y}$, namely between leadership and the services quality in Tengah Village, Kramat Jati District, East Jakarta Administrative City.

$$rx_1 y = \frac{\sum x_1 y}{\sqrt{\left(\sum x_1^2\right)\left(\sum y^2\right)}}$$

$$r_{x_1 y} = \frac{5,7051}{\sqrt{(8,1532)(7,5444)}}$$

$$r_{x_1 y} = \frac{5{,}7051}{\sqrt{61{,}5110}}$$

$$r_{x_1 y} = \frac{5{,}7051}{7{,}8429}$$

$$r_{x_1 y} = 0{,}727$$

Based on the results of these calculations, the correlation coefficient found is $rx_1 y = 0.727$. After consulting this value with the previous interpretation guideline table, it is known that the correlation coefficient is included in the strongly positive category because it is in the interval (0.60 – 0.799). This shows that leadership has a positive and strong influence on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City. Meanwhile, to determine the contribution of leadership to the services quality, it can be calculated using the coefficient of determination (r) 2 using the following formula:

Kd   = r 2 x 100 %
               = (0.727) 2 x 100%
               = 0.529 x 100%
               = 52.9%

Based on these calculations, this means that leadership has a 52.9% influence on the services quality while the remaining 47.1% influences other factors. Apart from leadership, other factors influence the services quality , such as employee work motivation. Next, to find out whether the influence of leadership on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r \sqrt{n-2}}{\sqrt{1-r^2}}$$

$$t = \frac{0{,}727 \sqrt{48-2}}{\sqrt{1-(0{,}727)^2}}$$

$$t = \frac{4{,}9336}{0{,}6862}$$

$$t = 7{,}190$$

From the results of the calculations above, a calculated t value of = 7.190 is obtained, then this value is compared with the t table value for an error of 5%, using a two-part test where dk = nk; 48 - 2 = 46, and the t table value obtained is = 2.021, so it can be concluded that the null hypothesis (Ho) which states that there is no positive and significant influence between leadership on the services quality is " rejected" and the alternative hypothesis (Ha) which stated that there was a positive and significant influence between leadership on the quality of services " accepted". So the conclusion is that the calculated t falls in the Ha area, namely the hypothesis is accepted where the correlation coefficient between leadership and the services quality is 0.727, which is strong positive and significant, meaning that the coefficient can be applied to the entire population.

2. Effect of Employee Empowerment (X2) on Service Quality (Y)
The hypothesis that the author proposes for analysis is as follows:
a. Null hypothesis (Ho):
    There is no positive and significant effect of employee empowerment (X2) on the services quality (Y).
b. Alternative hypothesis (Ha):
    There is a positive and significant influence of employee empowerment (X2) on the services quality (Y).

To test the hypothesis between employee empowerment and service quality, the author uses product moment analysis. The product-moment correlation analysis formula (Sugiyono, 2009) is as follows:

$$r_{x_2 y} = \frac{\sum x_2 y}{\sqrt{\left(\sum x_2{}^2\right)\left(\sum y^2\right)}}$$

To calculate the price $r_{x_2 y}$, namely employee empowerment towards the services quality in Tengah Village, Kramat Jati District, East Jakarta Administrative City, the author uses a helper table (Appendix 12), the calculation results are as follows:

$$r_{x_2 y} = \frac{\sum x_2 y}{\sqrt{\left(\sum x_2{}^2\right)\left(\sum y^2\right)}}$$

$$r_{x_2 y} = \frac{5,6265}{\sqrt{(8,1710)(7,5443)}}$$

$$r_{x_2 y} = \frac{5,6265}{\sqrt{61,6451}}$$

$$r_{x_2 y} = \frac{5,6265}{7,8514}$$

$$r_{x_2 y} = 0,717$$

Based on the results of these calculations, the correlation coefficient found is rx 2 y = 0.717. After this value is consulted with the previous interpretation guideline table, it can be seen that the correlation coefficient is included in the strongly positive category. This shows that employee empowerment has a strong positive influence on the services quality. Meanwhile, to determine the contribution of employee empowerment to the services quality, it can be calculated using the coefficient of determination (r) 2 using the following formula:

Kd   = r 2 x 100 %
      = (0.717) 2 x 100%
      = 0.514 x 100%
      = 51.4%

Based on these calculations, this means that employee empowerment is 51.4% influencing the services quality while the remaining 48.6% is influencing other factors. Apart from employee empowerment, other factors influence the services quality, such as employee work culture. Next, to find out whether the influence of employee empowerment on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City is significant or not, it is necessary to test its significance using the t formula, which is as follows:

$$t = \frac{r \sqrt{n - 2}}{\sqrt{1 - r^2}}$$

$$t = \frac{0,717 \sqrt{48 - 2}}{\sqrt{1 - (0,717)^2}}$$

$$t = \frac{4,8604}{0,6975}$$

$$t = 6,969$$

calculated t value = 6.969, then compared with the t table value for the 5% error of the two-party test and dk = nk; 48 - 2 = 46, and obtained t table = 2.021, so it can be concluded that the null hypothesis (Ho) which states there is no positive and significant influence between employee empowerment on the services quality is " rejected" and the alternative hypothesis (Ha) which states There is a positive and significant influence between employee empowerment on the " acceptable" services quality. So the conclusion is that the calculated t falls in the Ha area, namely the hypothesis is accepted where the correlation coefficient between employee empowerment and PBB service quality is 0.717, which is strong positive and significant, meaning that the coefficient can be applied to the entire population.

3. The Influence of Leadership (X1) and Employee Empowerment (X2) together on Service Quality (Y)
The formulation of the hypothesis using the double correlation between leadership and employee empowerment together on the services quality that the author proposes for analysis is as follows:
a. Null hypothesis (Ho):
b. There is no positive and significant influence between leadership (X1) and employee empowerment (X2) on the services quality (Y).
c. Alternative hypothesis (Ha):
d. There is a positive and significant influence between leadership (X1) and employee empowerment (X2) together on the services quality (Y).

Before testing the hypothesis of a double correlation between leadership (X1) and employee empowerment (X2) together on PBB service quality (Y), first calculate the correlation between leadership (X1) and employee empowerment (X2) with the following formula:

$$r\, x\, 1\, x\, 2 = \frac{\sum x_1 x_2}{\sqrt{\left(\sum x_1^2\right)\left(\sum x_2^2\right)}}$$

$$= \frac{5,9695}{\sqrt{(8,1532)(8,1710)}}$$

$$= \frac{5,9695}{\sqrt{66,6203}}$$

$$= \frac{5,9695}{8,1621}$$

$$= 0,731$$

Furthermore, to test the double correlation between leadership (X1) and employee empowerment (X2) together on the quality services (Y) in Tengah Village, Kramat Jati District, East Jakarta Administrative City, it can be calculated using the following formula (Sugiyono, 2009) :

$$Rx_1 x_2 y = \sqrt{\frac{r_{x_1 y}^2 + r_{x_2 y}^2 - 2 r_{x_1 y} \cdot r_{x_2 y} \cdot r_{x_1 x_2}}{1 - r_{x_1 x_2}^2}}$$

$$R_{X_1 X_2 y} = \sqrt{\frac{(0,727)^2 + (0,717)^2 - 2.(0,727).(0,717).(0,731)}{1 - (0,731)^2}}$$

$$R_{X_1 X_2 y} = \sqrt{\frac{(0,529) + (0,514) - 0,7625}{1 - 0,535}}$$

$$R_{X_1 X_2 y} = \sqrt{\frac{1,0427 - 0,7625}{0,4651}}$$

$$R_{X_1 X_2 y} = \sqrt{\frac{0,2801}{0,4651}}$$

$$R_{X_1 X_2 y} = \sqrt{0,602}$$

$$R_{X_1 X_2 y} = 0,776$$

Based on the results of these calculations, the multiple correlation coefficient found is Rx1 x 2y = 0.776. After consulting the previous interpretation guideline table for this value, it was discovered that the multiple correlation coefficient was included in the strongly positive category. This shows that leadership and employee empowerment together have a strong positive influence on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City. This influence applies to the entire population. To predict the magnitude of the influence between leadership and employee empowerment together on the services quality in Tengah Village, Kramat Jati District, East Jakarta Administrative City, this is done by calculating the coefficient of determination, namely using the following formula for squaring the correlation coefficient (R) value :

Kd = R 2 x 100 %
   = (0.776) 2 x 100%
   = 0.602 x 100%
   = 60.2%

This means that leadership and employee empowerment have a joint influence of 60.2% on the services quality , then the remaining 39.8% influence other factors. Apart from leadership and employee empowerment, other factors influence the services quality , such as employee work productivity. Furthermore, to test the significance of the double correlation between leadership and employee empowerment together on the services quality in terms of their possibility of being implemented in the entire population, the author carried out a test by determining the calculated F value which was consulted with the F table value using the formula (Sugiyono, 2009) as follows :

$$F_{hit} = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

$$F = \frac{(0,776)^2 / 2}{(1 - 0,776^2)/(48 - 2 - 1)}$$

$$F = \frac{0,30125}{(0,398)/45}$$

$$F = \frac{0,3012}{0,0088}$$

$F = 34,093$

The calculated F value is 34.093. This value is then consulted with the F table, for dk numerator = 2 and dk denominator = (48-2-1) = 45, the F table value obtained at the specified error level is 5 % = 3.20. In this case, the provisions apply if the calculated F is greater than the F table, then the multiple correlation coefficient tested is significant, that is, it can apply to the entire population. From the calculation above, it turns out that F count > F table (34.093 > 3.20), so it can be stated that the multiple correlation is strong, positive, and significant and can be applied wherever the sample is taken. The hypothesis reads: There is a strong and significant positive influence between leadership and employee empowerment together on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City, which is accepted or proven, meaning that if leadership is high and employee empowerment is good, then the quality services will also improve.

Multiple Regression Analysis

Multiple regression analysis is used to predict how much change the independent variable (leadership and employee empowerment) will have on the dependent variable (service quality) in Tengah Village, Kramat Jati District, East Jakarta Administrative City. This multiple regression analysis states the equation:

Y = a + b 1 X 1 + b 2 X 2

With the following formula (Sugiyono, 2009):

$$b_1 = \frac{\left(\sum x_1 y\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)\left(\sum x_2 y\right)}{\left(\sum x_1^2\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)^2}$$

$$b_2 = \frac{\left(\sum x_2 y\right)\left(\sum x_1^2\right) - \left(\sum x_1 x_2\right)\left(\sum x_1 y\right)}{\left(\sum x_1^2\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)^2}$$

$$a = \frac{\sum Y - b_1\left(\sum X_1\right) - b_2\left(\sum X_2\right)}{n}$$

ΣX1	=	195,533	ΣX12 = 804,680	Σ X1.Y	= 808,404
ΣX2	=	197,667	ΣX22 = 822,173	Σ X2.Y	= 813,040
ΣY	=	196,067	ΣY2 = 808,422	Σ X1.X2	= 811,187

Σx12 = ΣX12 – (ΣX1)2/n

$$= \quad 804,680 - \frac{(195,533)^2}{48}$$

$$= \quad 804,680 - \frac{38233,284}{48}$$

= 804,680 – 796,527

= 8,153

Σx22 = ΣX22 – (ΣX2)2/n

$$= \quad 822,173 - \frac{(197,667)^2}{48}$$

$$= \quad 822{,}173 - \frac{39072{,}111}{48}$$

$$= \quad 822{,}173 - 814{,}002$$

$$= \quad 8{,}171$$

$\Sigma y2 \quad = \quad \Sigma Y2 - (\Sigma Y)2/n$

$$= \quad 808{,}422 - \frac{(196{,}067)^2}{48}$$

$$= \quad 808{,}422 - \frac{38442{,}138}{48}$$

$$= \quad 808{,}422 - 800{,}878$$

$$= \quad 7{,}544$$

$\Sigma x1.x2 \quad = \quad \Sigma X1.X2 - (\Sigma X1) \cdot (X2)/n$

$$= \quad 811{,}187 - \frac{(195{,}533)(197{,}667)}{48}$$

$$= \quad 811{,}187 - \frac{38650{,}422}{48}$$

$$= \quad 811{,}187 - 805{,}217$$

$$= \quad 5{,}970$$

$\Sigma x1.y \quad = \quad \Sigma X1.Y - \dfrac{(\Sigma X_1) \cdot (\Sigma Y)}{n}$

$$= \quad 804{,}404 - \frac{(195{,}533)(196{,}067)}{48}$$

$$= \quad 804{,}404 - \frac{38337{,}569}{48}$$

$$= \quad 804{,}404 - 798{,}699$$

$$= \quad 5{,}705$$

$\Sigma x2.y \quad = \quad \Sigma X2.Y - \dfrac{(\Sigma X_2) \cdot (\Sigma Y)}{n}$

$$= \quad 813{,}040 - \frac{(197{,}667)(196{,}067)}{48}$$

$$= \quad 813{,}040 - \frac{38755{,}844}{48}$$

$$= \quad 813{,}040 - 807{,}413$$

$$= \quad 5{,}627$$

Next, calculate the constants (a), b1, and b2 using the following formula:

$$b_1 = \frac{\left(\sum x_1 y\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)\left(\sum x_2 y\right)}{\left(\sum x_1^2\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)^2}$$

$$= \quad \frac{(5{,}705).(8{,}171) - (5{,}970).(5{,}627)}{(8{,}153).(8{,}171) - (5{,}970)^2}$$

$$= \quad \frac{46{,}6164 - 33{,}5880}{66{,}6203 - 35{,}6354}$$

$$= \quad \frac{13{,}0284}{30{,}9849}$$

$$= \quad 0.420$$

$$b_2 = \frac{\left(\sum x_2 y\right)\left(\sum x_1^2\right) - \left(\sum x_1 x_2\right)\left(\sum x_1 y\right)}{\left(\sum x_1^2\right)\left(\sum x_2^2\right) - \left(\sum x_1 x_2\right)^2}$$

$$= \quad \frac{(5{,}627).(8{,}153) - (5{,}970).(5{,}705)}{(8{,}153).(8{,}171) - (5{,}970)^2}$$

$$= \quad \frac{45{,}8748 - 34{,}0568}{66{,}6203 - 35{,}6354}$$

$$= \quad \frac{11{,}8181}{30{,}9849}$$

$$= \quad 0.381$$

$$a \quad = \quad \frac{\sum Y - b_1\left(\sum X_1\right) - b_2\left(\sum X_2\right)}{n}$$

$$= \quad \frac{196{,}067 - 0{,}420\ (195{,}533) - 0{,}381\ (197{,}667)}{48}$$

$$= \quad \frac{196{,}067 - 82{,}217 - 75{,}393}{48}$$

$$= \quad \frac{38{,}457}{48}$$

=   0.801

Based on The results of these calculations are obtained:

a = 0.801
b 1 = 0.420
b 2 = 0.381

From the constant values a and regression coefficients b 1 and b 2 above, a regression equation can then be created, namely:

Y = a + b 1 X 1 + b 2 X 2
$\hat{Y}$ = 0.801 + 0.420 X 1 + 0.381 X 2

The regression equation for leadership and employee empowerment together on service quality is $\hat{Y}$ = 0.801 + 0.420 X1 + 0.381 X2. This means that the ups and downs in the services quality due to leadership and employee empowerment can be predicted through the regression equation.

Based on the data, the highest leadership and employee empowerment score is 75 (5 x 15). 5 is the highest score for each answer, and 15 is the number of question items. Therefore, the services quality is:

$\hat{Y}$ = 0.801 + 0.420 + 0.381. 75
    =0.801 + 60.142
    = 60.943

It turns out that if leadership and employee empowerment are increased to (75), then the services quality increases from 0.801 to 60.943. This means that the better the level of leadership and the higher the employee empowerment, the higher the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City.

5. DISCUSSION

Based on the proposed hypothesis of the influence of leadership and employee empowerment on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City, it is necessary to discuss the existence of each variable.

Based on the research results, the leadership variable has a positive and significant influence with a correlation coefficient value of 0.727, while the coefficient of determination (r^2) is 0.529, meaning that the leadership variable contributes 52.9% in explaining the service quality variable.

As for the employee empowerment variable (X2) it has a positive and significant influence on the services quality , namely with a correlation coefficient value of 0.717, while the coefficient of determination (r^2) is 0.514, meaning that the employee empowerment variable contributes 51.4% in explaining the services quality .

The results of the simultaneous analysis, show that leadership and employee empowerment have a positive and significant effect on the services quality . This level of leadership directly influences the services quality , it has been proven significantly from partial and simultaneous research results, it is known that the services quality in the Central Village, Kramat Jati District, East Jakarta Administrative City can be determined by leadership and employee empowerment factors, namely visible contribution. The resulting influence (R^2) was 60.2%, and the remaining 39.8% was determined by other factors outside this research model.

Based on the above, namely the variables of leadership and employee empowerment on the services quality , it shows that the magnitude of the influence of these variables quantitatively can be explained as follows:
a.   The author needs to analyze the influence of variable
b.   The author needs to analyze the influence of variables also working together (collaborating) and guiding (mentoring) so that all problems faced can be resolved quickly and flexibly.
c.   of variables X1 (leadership) and to customers with specified standards, which indicate reliability, responsiveness, assurance, empathy, and tangibles.

Identifying leadership and employee empowerment will have an impact on UN service quality. Based on the thoughts above, according to the author, the hypothesis states that leadership and employee empowerment have a strong

influence on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City is acceptable.

The magnitude of the influence of the two independent variables on the dependent variable also shows the reality of how to implement and improve the optimal services quality . This reality has been answered by the existence of good leadership and employee empowerment.

In practical terms, the two variables work together, meaning that in the process leadership and employee empowerment can be variables or factors that determine whether the services quality is high or low. If leadership is high and employee empowerment is good, then the services quality will automatically increase.

In this discussion the author concludes that the two independent variables above show a very significant influence, meaning that without good leadership and employee empowerment, the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City cannot be improved or implemented optimally.

6. INTERPRETATION

This research has succeeded in testing the analyzed hypothesis while analyzing and interpreting the influence of leadership and employee empowerment on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City using simple correlation coefficients and multiple correlation coefficients as well as using multiple linear regression equations.

Meanwhile, to make it easier to carry out calculations or analysis and interpret However, it is realized that this research is limited to two independent variables, namely the leadership and employee empowerment variables on the dependent variable, namely the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City. So it does not rule out the possibility of conducting further research. This is because there are still many limitations in this research activity, such as limited time and energy in conducting research.

7. CONCLUSION

Based on the results of the research, which was carried out to test the hypothesis and answers to the proposed problem formulation, the conclusions are as follows:

Based on the results of the hypothesis test of the leadership variable on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City, it turns out that it has a strong and significant positive influence with a correlation coefficient of 0.727 and a coefficient of determination ($r2$) of 0.529 or 52.9 %. This means that a good level of employee leadership can significantly improve the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City.

Based on the results of the hypothesis test of the employee empowerment variable on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City, it turns out that it has a strong and significant positive influence with a correlation coefficient of 0.717 and a coefficient of determination ($r2$) of 0.514 or 51.4%. This means that a high level of employee empowerment can significantly improve the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City.

To test the hypothesis of a double correlation between the leadership and employee empowerment variables together on the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City, it turns out that they have a strong and significant positive influence with a correlation coefficient of 0.776 and a coefficient of determination ($r2$) of 0.602 or 60.2%, this means that a good level of leadership and high employee empowerment together can significantly improve the services quality in the Tengah Village, Kramat Jati District, East Jakarta Administrative City.

Suggestion

Based on the results of the research and discussion in the conclusion above, the author tries to provide suggestions that may be followed up, namely as follows:

It is recommended that leadership be improved with the professional attitude of leaders in providing examples to subordinates. Leadership that is firm but does not patronize or judge subordinates will make the leader respected by subordinates because of his charisma, not because of fear or reluctance of subordinates towards the leader. A good leader must be able to embrace his subordinates and indirectly influence them to work better.

It is recommended that employee empowerment be increased by improving employees' work abilities and skills through education and training as well as training or courses related to their field of work so that employees have abilities that can be useful for implementing work activity processes to achieve organizational goals.

It is recommended that the quality services be improved in providing services to the community so that it focuses on service achievements so that the services provided are expected to meet customer desires.

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