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ARTICLE

THE IMPLEMENTATION AND EFFECTIVENESS OF LEADERSHIP POLICIES ON IMPROVING SERVICE QUALITY THROUGH PUBLIC PARTICIPATION AT THE MEDAN HELVETIA SUB-DISTRICT OFFICE

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Abstract

This study aims to analyze the influence of the implementation and effectiveness of leadership policies on improving service quality through community participation at the Medan Helvetia Subdistrict Office. The research employed a quantitative approach with a sample size of 27 respondents. Data analysis techniques used in this study include multiple linear regression and path analysis with the help of SPSS software.The results show that partially, the implementation of leadership policies (X1) does not have a significant effect on improving service quality (Y) or on community participation (Z), with significance values of 0.205 and 0.838, respectively. On the other hand, the effectiveness of leadership policies (X2) has a significant effect on both improving service quality and increasing community participation, with significance values of 0.004 and 0.025, respectively. Meanwhile, community participation (Z) does not significantly influence service quality, with a significance value of 0.053.However, simultaneously, the implementation and effectiveness of leadership policies along with community participation significantly affect service quality improvement, with a significance value of 0.016. These findings indicate that the effectiveness of leadership policies plays a dominant role in enhancing public service quality, while community participation has not yet functioned optimally as a mediating variable.

Keywords: Leadership Policy, Policy Effectiveness, Community Participation, Service Quality.

A. INTRODUCTION

Based on observations conducted at the Medan Helvetia Sub-district Office regarding the implementation and effectiveness of leadership policies to improve services through public participation, several problems were identified. First, there was a lack of policy dissemination to the public, leading to a lack of full understanding of the policies implemented by the leadership regarding service improvement. This was due to minimal dissemination and communication by the sub-district, resulting in low public participation in providing input on policies. Second, services remained inefficient. Despite the implementation of various policies to improve services, complaints persisted regarding lengthy administrative processes, a lack of transparency in services, and inconsistent service standards received by the public. Fourth, participation rates remained low.

The public tended to be passive in providing feedback on service policies. This could be due to the lack of a clear mechanism for accommodating public aspirations or a lack of trust in complaints. Finally, there was a lack of evaluation of policy implementation. The absence of a routine and systematic evaluation mechanism for implemented policies makes it difficult to

measure the effectiveness of leadership policies in improving service quality. According to Warni et al.'s opinion, this shows that even though the leadership's policies have been implemented, there are still various obstacles that need to be fixed so that public services at the Medan Helvetia Sub-district Office can be more effective and community participation can be more optimal.

B. LITERATURE REVIEW

Implementation of Leadership Policies

According to Martinis and Maisah's theory, the implementation of leadership policies is a process of influencing carried out by someone in managing their group members to achieve organizational goals (Martinis and Maisah 2010). Meanwhile, according to William G. Scott, the implementation of leadership policies is a process that influences activities carried out in groups so that their intended efforts can be achieved (William G. Scott 1962). Leadership policies are defined as decisions made by organizational leaders to achieve certain goals. The implementation of leadership policies is the process of translating policies into real actions. The implementation of leadership policies can be interpreted as the process of implementing decisions and strategies set by leaders to achieve certain goals. In the context of public services, this policy covers various aspects, from planning, implementation, to evaluation of programs aimed at meeting community needs. The implementation of leadership policies at the Helvetia Sub-district Office has a significant influence on various aspects, from employee performance to public services. Good and effective policies can increase efficiency, productivity, and community satisfaction. Characteristics of Leadership Policy Implementation:

1. Proactive,
2. Knowledgeable,
3. Supportive,
4. Perseverance,
5. Ability to perform, and
6. Performance standards.

Effectiveness of Leadership Policies

The effectiveness of leadership policies in the context of government can be interpreted as the extent to which policies made and implemented by leaders are able to achieve predetermined goals. According to Ripley & Franklin, policy effectiveness can be measured from three aspects, namely: Meanwhile, according to Gedeian, effectiveness is defined as That is, the greater the extent to which an organization`s goals are met or surpassed, the greater its effectiveness (The greater the achievement of organizational goals, the greater the effectiveness) Gedeian (1991:61). According to Sejathi, effectiveness is “appropriateness, usefulness, supporting goals (Sejathi 2011).” Soewarno Handayaningrat (1983) in Ade Gunawan (2003:2) states that: “Effectiveness is a measurement in the sense of detailed targets or objectives that have been determined previously”. The word effective comes from English, namely effective, which means success or something that is done successfully. Indicators:

1. Efficiency,
2. Relevance
3. Adequacy,
4. Equity,
5. Responsiveness,
6. Accuracy

Community Participation

Arnstein's Ladder of Citizen Participation concept categorizes public participation into several levels, ranging from passive participation, such as providing information, to the highest level where the public has full control over the policies implemented (Arnstein, 2005). Public participation is the active involvement of citizens in the planning, implementation, monitoring, and evaluation of public policies related to their interests.

1. Participation in decision-making: the community is involved in the policy formulation and program planning process.
2. Participation in implementation: the community participates in implementing established policies.
3. Participation in the utilization of results: the community directly benefits from implemented policies.
4. Participation in evaluation and monitoring: the community plays a role in overseeing and providing input on policy implementation.

Peningkatan Kualitas Pelayanan

Monir in Larasati Lallo, said that service is an activity carried out by a person or group of people with a basis or material factors through a system of procedures and with certain methods in order to fulfill the interests of others in accordance with their rights (Monir, 2015:7). Service improvement is a process that aims to improve the quality, efficiency, and effectiveness of services provided to the community. In government and public organizations, service improvement is very important to meet community expectations and increase public satisfaction. Service standards are benchmarks used as guidelines for leaders and standards for evaluating service quality as obligations and promises of organizers to the community in the context of quality, fast, easy, affordable, and measurable services (Law Number 25 article 1 of 2009 concerning Public Services).

C. RESEARCH METHODOLOGY

The method used in this research applies a quantitative approach, which focuses on data analysis using statistical methods. The quantitative approach is considered a scientific method because it meets scientific principles, such as being empirical, objective, measurable, rational, and systematic.

D. RESULT AND DISCUSSION

Respondent Characteristics Based on Gender

Based on Table IV.1, the respondents in this study at the Medan Helvetia Sub-district Office consisted of 27 people. Based on gender, the majority of respondents were male (15 people) (56%), while 12 were female (44%). This indicates that the majority of respondents in the Medan Helvetia Sub-district Office were male.

Respondent Characteristics Based on Age

Based on the respondents in this study, there were 27 people. Based on age, the majority of respondents were in the 30-39 age range (10 people) (37%). Followed by respondents in the 40-49 age range (8 people) (30%), respondents in the 20-29 age range (5 people) (19%), and finally respondents over 50 years old (4 people) (15%). This indicates that the majority of respondents in this study were in their productive age.

Respondent Characteristics Based on Education

Based on the data, the respondents in this study consisted of 27 people. Based on educational level, the majority of respondents had a bachelor's degree (12 people) (44%). This was followed by respondents with a high school education (7 people) (26%), respondents with a diploma (D3) education (6 people) (22%), and finally respondents with a master's degree (2

people) (7%). This indicates that the majority of respondents in this study had a bachelor's degree (S1).

Validity Test

Validity testing is used to determine the extent to which the questionnaire items measure what they are intended to measure. In this study, validity testing was conducted on four variables: Leadership Policy (X1), Leadership Policy Effectiveness (X2), Service Quality Improvement (Y), and Community Participation (Z).

The testing criteria used are as follows:

1. If r count ≥ r table (0.381), then the statement item is declared valid.
2. If r count < r table (0.381), then the statement item is declared invalid.

Table 1. Validity Test Results

Variable	Item	R Count	R Table	Information
Leadership Policy (X1)	X1.1	0,825	0,381	Valid
	X1.2	0,648	0,381	Valid
	X1.3	0,616	0,381	Valid
	X1.4	0,669	0,381	Valid
	X1.5	0,681	0,381	Valid
	X1.6	0,753	0,381	Valid
	X1.7	0,762	0,381	Valid
	X1.8	0,841	0,381	Valid
	X1.9	0,407	0,381	Valid
	X1.10	0,806	0,381	Valid
	X1.11	0,720	0,381	Valid
	X1.12	0,777	0,381	Valid
	X1.13	0,587	0,381	Valid
	X1.14	0,608	0,381	Valid
	X1.15	0,808	0,381	Valid
	X1.16	0,825	0,381	Valid
	X1.17	0,652	0,381	Valid
	X1.18	0,627	0,381	Valid
	X1.19	0,481	0,381	Valid
	X1.20	0,722	0,381	Valid
	X2.1	0,628	0,381	Valid
	X2.2	0,598	0,381	Valid
	X2.3	0,412	0,381	Valid
	X2.4	0,538	0,381	Valid
	X2.5	0,693	0,381	Valid
	X2.6	0,641	0,381	Valid
	X2.7	0,594	0,381	Valid

	X2.8	0,601	0,381	Valid
	X2.9	0,774	0,381	Valid
	X2.10	0,761	0,381	Valid
	X2.11	0,712	0,381	Valid
	X2.12	0,746	0,381	Valid
	X2.13	0,499	0,381	Valid
	X2.14	0,661	0,381	Valid
	X2.15	0,653	0,381	Valid
Effectiveness of Leadership Policies (X2)	X2.16	0,527	0,381	Valid
	X2.17	0,678	0,381	Valid
	X2.18	0,726	0,381	Valid
Variable	Item	R Count	R Table	Information
	X2.19	0,664	0,381	Valid
	X2.20	0,700	0,381	Valid
	Y.1	0,676	0,381	Valid
	Y.2	0,731	0,381	Valid
	Y.3	0,704	0,381	Valid
	Y.4	0,754	0,381	Valid
	Y.5	0,566	0,381	Valid
	Y.6	0,568	0,381	Valid
	Y.7	0,561	0,381	Valid
	Y.8	0,594	0,381	Valid
	Y.9	0,611	0,381	Valid
	Y.10	0,617	0,381	Valid
	Y.11	0,556	0,381	Valid
	Y.12	0,556	0,381	Valid
	Y.13	0,686	0,381	Valid
	Y.14	0,597	0,381	Valid
	Y.15	0,660	0,381	Valid
	Y.16	0,653	0,381	Valid
Improving Service Quality (Y)	Y.17	0,611	0,381	Valid
	Y.18	0,657	0,381	Valid
	Y.19	0,690	0,381	Valid
	Y.20	0,616	0,381	Valid
	Z.1	0,722	0,381	Valid
	Z.2	0,578	0,381	Valid
	Z.3	0,553	0,381	Valid

	Z.4	0,642	0,381	Valid
	Z.5	0,654	0,381	Valid
	Z.6	0,755	0,381	Valid
	Z.7	0,740	0,381	Valid
	Z.8	0,807	0,381	Valid
	Z.9	0,499	0,381	Valid
	Z.10	0,766	0,381	Valid
	Z.11	0,625	0,381	Valid
	Z.12	0,819	0,381	Valid
	Z.13	0,660	0,381	Valid
	Z.14	0,638	0,381	Valid
	Z.15	0,716	0,381	Valid
	Z.16	0,720	0,381	Valid
Community Participation (Z)	Z.17	0,710	0,381	Valid
	Z.18	0,621	0,381	Valid
Variable	Item	R Count	R Table	Information
	Z.19	0,626	0,381	Valid
	Z.20	0,632	0,381	Valid

Source: Data processed by the author, 2025

Based on the results of the validity test, all statement items in the variables of Leadership Policy (X1), Effectiveness of Leadership Policy (X2), Improvement of Service Quality (Y), and Community Participation (Z) were declared valid because the calculated r value was > r table (0.381). This indicates that the questionnaire instrument used in the study was able to measure the intended variables, so it is suitable for use for further analysis.

Reliability Test

Reliability testing in this study used the Cronbach's Alpha technique. The testing criteria used are as follows:

1. If the Cronbach's Alpha value is ≥ 0.60, the instrument is considered reliable.
2. If the Cronbach's Alpha value is < 0.60, the instrument is considered unreliable.

Table 2. Reliability Test Results

Variable	***Reliability Statistics***			
	Cronbach's Alpha	**Sig.**	***N of Items***	**Ket.**
Leadership Policy (X1)	0,942	0,60	20	Reliabel
Effectiveness of Leadership Policy (X2)	0,924	0,60	20	Reliabel
Improving Service Quality (Y)	0,921	0,60	20	Reliabel
Community Participation (Z)	0,936	0,60	20	Reliabel

Source: Data processed by the author, 2025

Based on table IV.9, it can be stated that all research variables of Leadership Policy (X1), Leadership Policy Effectiveness (X2), Service Quality Improvement (Y), and Community Participation (Z) are declared Reliable because they have Cronbach's Alpha values far above the minimum limit of 0.60. Thus, the questionnaire used is reliable and consistent in measuring the variables studied, so it is suitable for use in further data analysis stages.

Classical Assumption Test

A classical assumption test is required before conducting multiple linear regression analysis to ensure the model meets statistical requirements. The data analyzed comes from four research variables: Leadership Policy (X1), Leadership Policy Effectiveness (X2), Service Quality Improvement (Y), and Community Participation (Z). Tests include a normality test to determine data distribution, a multicollinearity test to detect relationships between independent variables, and a heteroscedasticity test to determine whether there is a non-constant variance in the model.

Normality Test

The normality test aims to determine whether the data in this study is normally distributed. Normal distribution is one of the important assumptions in multiple linear regression analysis. The normality test was conducted on data from four variables, namely Leadership Policy (X1), Leadership Policy Effectiveness (X2), Service Quality Improvement (Y), and Community Participation. The test was conducted using three approaches, namely histograms, P-P plots, and the One-Sample Kolmogorov-Smirnov statistical test.

Histogram

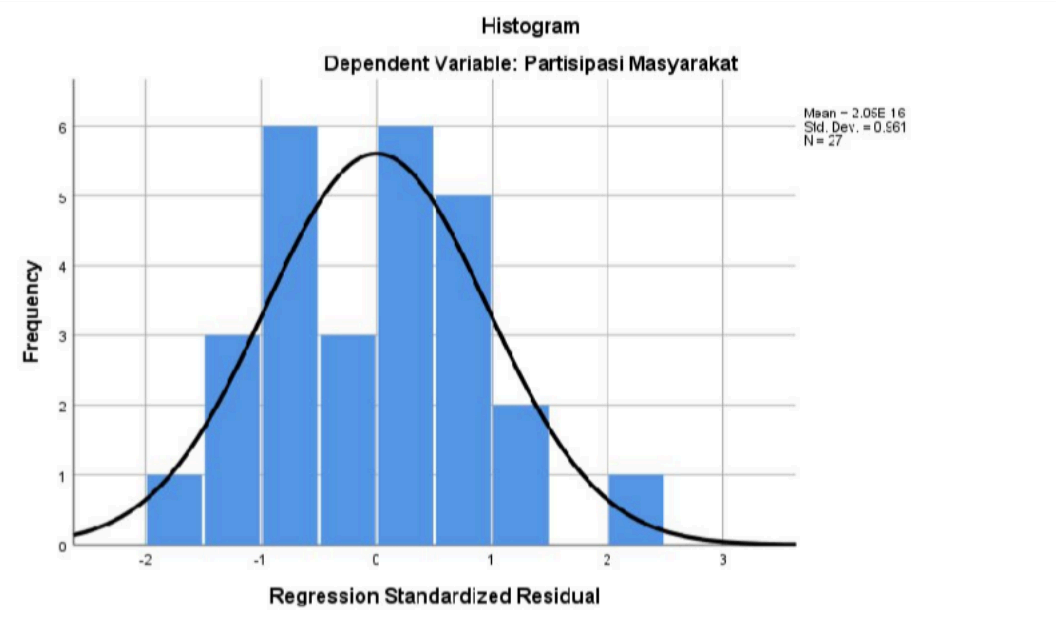

Figure 1. Histogram of Equation I Test (X1 and X2 versus z)

Based on the results of the normality test in the histogram for equation I (X1 and X2 versus Z), the residual distribution pattern forms a bell-shaped curve. The mean value of 2.05E-16, which is close to zero, and the standard deviation of 0.961, which is close to 1, indicate that the residuals are normally distributed. Thus, the regression model of Equation I meets the assumption of normality.

P-P Plot Test

The results of the normality test using the Normal P-P Plot graph in Figure

IV.4, Equation I (X1 and X2 versus Z), show that the residual points are spread around the diagonal line and follow its direction. Although there are slight deviations at some points, the overall residual distribution pattern follows the diagonal line. This pattern indicates that the residuals in the regression model of Equation I are normally distributed.

Figure IV.5, Equation II (X1, X2, and Z versus Y), shows that the residual points in the Normal P-P Plot are spread around the diagonal line with a dense and consistent distribution. No significant deviations are observed, so the residual distribution in this equation can be categorized as normal.

1-KS Normality Test Results

From the results of the normality test using the One-Sample Kolmogorov-Smirnov method, it can be concluded that the residual values have a normal distribution. This is because the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05. With a significance value of 0.200 (> 0.05), it can be concluded that the normality assumption is met. This means that the regression model used in this study is suitable for use in the next stage of analysis.

Multicollinearity Test

The analysis results show that the tolerance value for both variables is 0.981, and the variance inflation factor (VIF) is 1.019. A tolerance value above 0.1 and a VIF value well below 10 indicate no signs of multicollinearity between the independent variables. It can be concluded that the regression model in the first equation is free from multicollinearity and can be used for further analysis.

The analysis results show that the tolerance value for the Leadership Policy variable (X1) is 0.969, for the Leadership Policy Effectiveness (X2) is 0.792, and for Community Participation (Z) is 0.806. All of these values are above 0.1. The Variance Inflation Factor (VIF) value for Leadership Policy (X1) is 1.032, for Leadership Policy Effectiveness (X2) is 1.263, and for Community Participation (Z) is 1.241. All of these values are well below 10. This indicates that there is no multicollinearity between these independent variables. It can be concluded that the regression model in the second equation is free from multicollinearity issues and can be used for further valid analysis.

Heteroscedasticity Test

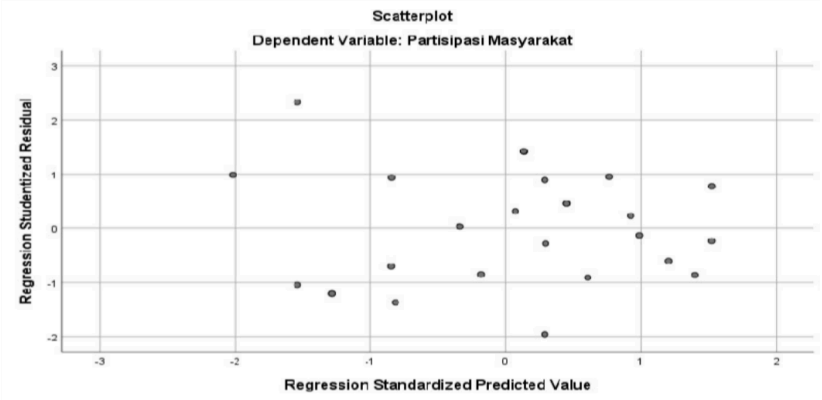

Figure 2. Scatterplot of Heteroscedasticity Test on Community Participation Variable

The scatterplot in Figure IV.6 shows a relatively random distribution of residual points around the horizontal axis (value 0 in the Regression Standardized Residual). These points do not form a specific pattern, such as a cone, curve, or line. This indicates that the variance of the residuals is constant at all prediction levels, or in other words, there is no sign of heteroscedasticity. Therefore, it can be concluded that the regression model for community

participation has met the assumption of homoscedasticity, meaning this model is feasible and valid for use in multiple linear regression analysis.

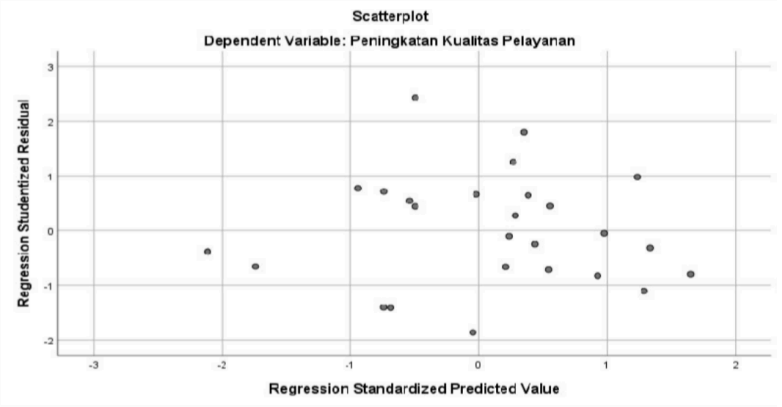

Figure 3. Scatterplot of Heteroscedasticity Test on Service Quality Improvement Variable

The scatterplot in Figure IV.7 shows a relatively random distribution of residual points around the horizontal axis (value 0 in the Regression Standardized Residual). These points do not form a specific pattern, such as a cone, curve, or line. This indicates that the variance of the residuals is constant at all prediction levels, or in other words, there are no symptoms of heteroscedasticity. Therefore, it can be concluded that the regression model for improving service quality has met the assumption of homoscedasticity, which means this model is feasible and valid for use in multiple linear regression analysis.

Glacier Test

Table 3. Heteroscedasticity Test Results

Research Variables	Sig.	Information
Leadership Policy (X1)	0,220	No heteroscedasticity occurs
Effectiveness of Leadership Policy (X2)	0,388	No heteroscedasticity occurs
Improving Service Quality (Y)	0,206	No heteroscedasticity occurs
Community Participation (Z)	0,102	No heteroscedasticity occurs

Source: Data processed by the author, 2025

Based on Table IV.13. Results of the Heteroscedasticity Test, it can be described as follows:

1. Leadership Policy (X1): The significance value (Sig.) is 0.220. Because this value is greater than 0.05, there is no heteroscedasticity in the Leadership Policy variable.
2. Leadership Policy Effectiveness (X2): The significance value (Sig.) is 0.388. Because this value is greater than 0.05, there is no heteroscedasticity in the Leadership Policy Effectiveness variable.
3. Service Quality Improvement (Y): The significance value (Sig.) is 0.206. Because this value is greater than 0.05, there is no heteroscedasticity in the Service Quality Improvement variable.
4. Community Participation (Z): The significance value (Sig.) is 0.102. Because this value is greater than 0.05, there is no heteroscedasticity in the Community Participation variable.

Overall, the test results indicate that all research variables have a significance value above 0.05, thus concluding that there are no symptoms of heteroscedasticity in the regression model. Therefore, the regression model is suitable for further analysis.

T-Test (Partial)

The t-test is used to individually (partially) examine the influence of independent variables on the dependent variable. This test is conducted to determine whether each independent variable significantly influences the dependent variable. In practice, the t-test is performed by comparing the calculated t-value with the t-table obtained from data processing using SPSS.

The formula for finding the t-table value is as follows: t-table = α / 2; (n – k – 1)

t table = 0.05 / 2 ; (27 – 2 – 1)
t table = 0.025 ; 24
t table = 2.064

From the calculation above, the t-table value is 2.064. This value can also be seen in the t-distribution table in the research appendix. The provisions for making decisions using the partial t-test are as follows:

1. If the calculated t > t table or the significance value < 0.05, then Ho is rejected and Ha is accepted, meaning there is a significant effect.
2. If the calculated t < t table or the significance value > 0.05, then Ho is accepted and Ha is rejected, meaning there is no significant effect.

Table 4. Hypothesis Test 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	109.151	15.056		7.250	.000
	Leadership Policy	.216	.166	.252	1.301	.205

a. Dependent Variable: Improving Service Quality

Source: Data processed by the author, 2025

Based on Table IV.14, it can be seen that the Leadership Policy variable has a calculated t-value of 1.301. This value is smaller than the t-table value, which is 2.064 (1.301 < 2.064). In addition, the significance value (Sig.) of this variable is 0.205, which is greater than 0.05.

Table 5. Hypothesis Test 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	87.316	17.014		5.132	.000

Leadership Policy	.039	.188	.041	.206	.838

a. Dependent Variable: Community Participation

Source: Data processed by the author, 2025

Based on Table IV.15, it can be seen that the Leadership Policy variable has a calculated t value of 0.206. With a t table value of 2.064, then the calculated t (0.206) < t table (2.064). In addition, the significance value (Sig.) of this variable is 0.838, which is greater than 0.05. This indicates that Leadership Policy (X1) partially does not have a significant influence on Community Participation (Z).

Table 6. Hypothesis Test 3

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	42.215	14.888		2.836	.009
	Effectiveness of Leadership Policies	.526	.165	.538	3.192	.004

a. Dependent Variable: Improving Service Quality

Source: Data processed by the author, 2025

Based on Table IV.16, it can be seen that the variable Leadership Policy Effectiveness has a calculated t value of 3.192. This value is greater than the t table value, which is 2.064 (3.192 > 2.064). In addition, the significance value (Sig.) of this variable is 0.004, which is smaller than 0.05. This indicates that Leadership Policy Effectiveness (X2) partially has a significant influence on Service Quality Improvement (Y).

Table 7. Hypothesis Test 4

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	49.415	17.462		2.830	.009
	Effectiveness of Leadership Policies	.460	.193	.429	2.377	.025

a. Dependent Variable: Community Participation

Source: Data processed by the author, 2025

Based on Table IV.17, it can be seen that the variable Leadership Policy Effectiveness has a calculated t value of 2.377. This value is greater than the t table value, which is 2.064 (2.377 > 2.064). In addition, the significance value (Sig.) of this variable is 0.025, which is smaller than 0.05. This indicates that Leadership Policy Effectiveness (X2) partially has a significant influence on Community Participation (Z).

Table 8. Hypothesis Test 5

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	58.422	15.416		3.790	.001
	Community Participation	.344	.169	.376	2.030	.053

a. Dependent Variable: Improving Service Quality

Source: Data processed by the author, 2025

Based on Table IV.18, it can be seen that the Community Participation variable has a calculated t-value of 2.030. With a t-table value of 2.064, the calculated t-value (2.030) < t-table (2.064). Furthermore, the significance value (Sig.) for this variable is 0.053, which is greater than 0.05. This indicates that Community Participation (Z) does not have a significant partial effect on Service Quality Improvement (Y).

F Test (Simultaneous)

Table 9. Hypothesis Test 6

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	357.920	3	119.307	4.219	.016[b]
	Residual	650.376	23	28.277		
	Total	1008.296	26			

a. Dependent Variable: Improving Service Quality

b. Predictors: (Constant), Community Participation, Leadership Policy, Effectiveness of Leadership Policy

Source: Data processed by the author, 2025

Based on Table IV.19, it can be seen that the calculated F value is 4.219. This value is greater than the F table value, which is 3.40 (4.219 > 3.40). In addition, the significance value (Sig.) is 0.016, which is smaller than 0.05. This shows that simultaneously (together), the independent variables, namely Leadership Policy (X1), Leadership Policy Effectiveness (X2), and Community Participation (Z) have a significant effect on the dependent variable, namely Service Quality Improvement (Y).

Table 10. Hypothesis Test 7

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	324.547	2	162.274	5.696	.009[b]
	Residual	683.749	24	28.490		
	Total	1008.296	26			

a. Dependent Variable: Improving Service Quality

b. Predictors: (Constant), Effectiveness of Leadership Policy, Leadership Policy

Source: Data processed by the author, 2025

Based on Table IV.20, the calculated F value is 5.696. This value is greater than the F table value, which is 3.40. The significance value (Sig.) is 0.009, which is smaller than 0.05. These results indicate that simultaneously (together), the variables Leadership Policy (X1) and Leadership Policy Effectiveness (X2) have a significant effect on the dependent variable, Service Quality Improvement (Y).

Coefficient of Determination Test (R2)

Table 11. Results of the Determination Coefficient Test for Equation I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567[a]	.322	.265	5.33756

a. Predictors: (Constant), Effectiveness of Leadership Policy, Leadership Policy

Source: Data processed by the author, 2025

Based on the Model Summary table in Table IV.21, the R Square value is 0.322. This indicates that the Leadership Policy (X1) and Leadership Policy Effectiveness (X2) variables are simultaneously able to explain 32.2% of the variation in changes in the Community Participation (Z) variable. The remaining 67.8% is explained by other factors outside this research model.

Table 12. Results of the Determination Coefficient Test for Equation II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484[a]	.234	.134	6.34383

a. Predictors: (Constant), Improving Service Quality, Leadership Policy, Effectiveness of Leadership Policy

Source: Data processed by the author, 2025

Based on the Model Summary table in Table IV.22, the R-square value is 0.234. This indicates that the variables Leadership Policy (X1), Leadership Policy Effectiveness (X2), and Community Participation (Z) simultaneously explain 23.4% of the variation in changes in the Service Quality Improvement variable (Y). The remaining 76.6% is explained by factors outside this research model.

Path Analysis

1. Equation I: X1 and X2 with respect to Z
2. Equation II: X1, X2, and Z with respect to Y

Each path coefficient is obtained from the results of the regression test on each equation. These coefficient values are used to calculate:

1. Direct effect: The effect of the independent variable on the dependent variable without going through the intervening variable.
2. Indirect effect: The effect of the independent variable on the dependent variable through the intervening variable.
3. Total effect: The sum of the direct and indirect effects.

Table 13. Results of Path Analysis Test of Coefficients of Equation I

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	58.469	21.254		2.751	.011
	Leadership Policies	.156	.146	.181	1.069	.296
	Effectiveness of Leadership Policies	.502	.166	.513	3.025	.388

a. Dependent Variable: Improving Service Quality

Source: Data processed by the author, 2025

As seen in the table above, the beta value of the Leadership Policy variable is 0.181 and the Leadership Policy Effectiveness variable has a beta value of 0.513.

Table 14. Results of the Path Analysis Test of the Summary Model of Equation II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.567[a]	.322	.265	5.33756

a. Predictors: (Constant), Effectiveness of Leadership Policy, Leadership Policy

Source: Data processed by the author, 2025

The value of e1 in equation 1 can be calculated using the following formula: e1 = √ (1 - 0.322) = √ 0.678 = 0.823. From the calculation above, the value of e1 = 0.823 is obtained. This value is then entered into the regression equation model 1, so that it becomes:

$Z = {}_{\beta}1X1 + {}_{\beta}1X2 + e1$

$Z = 0.181 + 0.513 + 0.823$

Table 15. Results of Path Analysis Test of Equation II Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	23.997	28.971		.828	.416
	Leadership Policy	.137	.177	.146	.772	.448
	Effectiveness of Leadership Policy	.342	.232	.320	1.476	.153
	Improving Service Quality	.264	.243	.241	1.086	.289

a. Dependent Variable: Community Participation

Source: Data processed by the author, 2025

As seen in the table above, the beta value of the Leadership Policy variable is 0.146, the Leadership Policy Effectiveness variable has a beta value of 0.320 and the Service Quality Improvement variable has a beta value of 0.241.

Table 16. Results of the Path Analysis Test of the Summary Model of Equation II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484[a]	.234	.134	6.34383

a. Predictors: (Constant), Improving Service Quality, Leadership Policy, Effectiveness of Leadership Policy

Source: Data processed by the author, 2025

The e2 value in equation 2 can be calculated using the following formula:

e2 = √ (1-0.234) = √ 0.766 = 0.875

From the calculation above, the value of e2 is 0.769. This value is then entered into the regression equation model 2, resulting in:

$Z = \beta 2X1 + \beta 2X2 + \beta 1Y + e2$

Z = 0.146 + 0.320 + 0.241 + 0.769

To clarify the results of the path analysis in this study, a path coefficient table was created as follows:

Table 17. Path Coefficients

Research Variables	Direct Influence	Indirect Influence	Total
Leadership Policy (X1) Improving Service Quality (Y)	0,181	-	0,181
Effectiveness of Leadership Policy (X2) Improving Service Quality (Y)	0,513	-	0,513
Leadership Policy (X1) Public Participation (Z)	0,146	-	0,146
Effectiveness of Leadership Policy (X2) Public Participation (Z)	0,320	-	0,320
Public Participation (Z) Improving Service Quality (Y)	0,241	-	0,241
Leadership Policy (X1) and Effectiveness of Leadership Policy (X2)	-	0,181 x 0,513 x 0,241 = 0,022	0,146 + 0,320 + 0,022 = 0,488

Source: Data processed by the author, 2025

E. CONCLUSION

Leadership Policy (X1), Leadership Policy Effectiveness (X2), and Community Participation (Z) simultaneously significantly influenced Service Quality Improvement (Y), with a calculated F value of 4.219 > F table 3.40 and a significance value of 0.016 < 0.05.

Leadership Policy (X1) and Leadership Policy Effectiveness (X2) also significantly influenced Service Quality Improvement (Y) simultaneously, as indicated by a calculated F value of 5.696 > F table 3.40 and a significance value of 0.009 < 0.05.

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