

**Improving the Quality Services of Lecturers through
Strengthening Organizational Support, Service Leadership,
Personality, and Job Satisfaction for Health Polytechnic Lecturers
at the Ministry of Health in Bandung**

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Abstract

This research aims to produce strategies and ways to improve the quality of lecturer services through strengthening organizational support, service leadership, personality, and job satisfaction among lecturers at the Ministry of Health's Health Polytechnic in Bandung. The samples selected based on the Yamane formula from a population of 216 resulted in a total of 154 samples taken using stratified proportional random sampling in seven sub-districts. This research uses a survey method with a path analysis approach and is followed by SITOREM analysis. The results of this research can be concluded: 1). There is a direct positive effect of organizational support on service quality. 2). There is a direct positive effect between servant leadership and service quality. 3). There is a direct positive effect between personality and service quality. 4). There is a direct positive effect between job satisfaction and service quality. 5). There is a direct positive effect between organizational support and job satisfaction. 6). There is a direct positive effect between servant leadership and job satisfaction. 7). There is a positive effect of personality on job satisfaction. 8). There is an indirect effect of organizational support on service quality through Job Satisfaction. 9). There is an indirect effect of personality on service quality through Job Satisfaction. 10). There is a direct effect of personality on service quality which is greater than the indirect effect of personality on service quality through job satisfaction. This means that job satisfaction is not effective as an intervening variable that mediates the effect of personality on service quality. Based on the SITOREM analysis, in the servant leadership variable, there are findings, namely the indicators that are classified as strong are openness to experience; emotional stability; concioueness, and agreeableness, while indicators that are classified as weak are comfort in interacting with other people. By maintaining strong indicators and improving weak indicators on personality variables, it can be predicted that job satisfaction will increase.

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INTRODUCTION

Humans are subjects who are intensely involved in the process of education, therefore humans are called animal educators as well as animal educators. This implies that humans are creatures who are always involved in the educational process, whether carried out on other people or themselves. The educational process is a universal activity in human life, because wherever and whenever in the world there is education (Sumantri, 2015).

Education is a general phenomenon in every society's life, but differences in philosophy and outlook on life adopted by each nation or society and even individuals cause differences in the implementation of educational activities. Apart from being universal, education is also national in nature, where its national nature will color the nation's education implementation (Permendikbud, No. 3. 2020).

Education as a human effort is the best aspect and result of culture for the benefit of generations so they can continue their lives. Education is also considered a way of human life in a socio-cultural context, therefore every pluralistic society in modern times always carries out regeneration for the sustainability of the education process itself in society (Suprpto, 2013).

The continuity of this process in education requires a good governance system. It is hoped that the implementation of good governance will be able to offer a new paradigm in the world of education. Experience shows that efforts to improve the quality of education are not as simple and easy as imagined. Many aspects of education need to be reorganized to create a conducive climate for efforts to improve the quality of education (Sugiyanto, 2013).

The quality of education can be improved by applying the TQM concept, in this concept students are primary customers who directly receive service benefits. Educational institutions must place students as the biggest stakeholders. Students must be included in every strategic decision-making step of an educational organization (Hoang et al, 2010).

The world of education in Indonesia is experiencing huge changes where every educational institution is trying to maximize services and improve quality for the community through fulfilling the various service facilities and quality offered. This is done to satisfy educational service customers. Lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service.

The government has established a priority program to improve the quality of education in Indonesia by breaking the cycle of poverty that has plagued this country for years. The Central Statistics Agency released that the number of poor people in Indonesia in 2006 was 39.05 million people, this figure has increased from the previous year which was around 35.10 million people. The government is making strategic efforts to reduce the level of poverty and break the cycle of poverty by increasing the level of public education to a higher level. This of course requires the quality of lecturers who play an important role in realizing these ideals.

To achieve the goal of improving the quality of education, the government has provided many scholarships for lecturers to continue their studies to a higher level. This alone cannot be said to be enough to improve the quality of education. These lecturer qualifications are outlined in the Regulation of the Minister of National Education of the Republic of Indonesia Number 16 of 2007 concerning Academic Qualification Standards and Lecturer Competencies. These competencies include pedagogical, information engineering, management/administration, curriculum, scientific, evaluation, and personal competencies.

These seven competencies are very important for every lecturer to improve and hone to achieve the Indonesian government's goal of improving the quality of education. The government has implemented ways to improve these competencies through special training and upgrading for lecturers. In this activity, what is often overlooked by the government is the quality of the training and upgrading.

The quality of a lecturer cannot simply be improved through the amount of training and upgrading that is undertaken. The quality of a lecturer is also affected by support both vertically and horizontally. The question support is support from the government, universities where lecturers teach, colleagues, and students (Qurbani, 2018).

The government must pay full attention to the quality of teaching staff and universities where advanced education is provided. This situation can be said to be an emergency because the unemployment rate is getting higher at higher education levels. This is an ironic situation, of course, considering that undergraduate-level graduates can become government resources to improve the quality of education, especially the quality of lecturers in Indonesia, and make several economic sectors in Indonesia superior.

To produce health workers who are ready to support the achievement of health development, the Ministry of Health has 38 Ministry of Health Polytechnics (Poltekkes Kemenkes) spread throughout Indonesia. The Ministry of Health's Health Polytechnic has the task of organizing Diploma III, Diploma IV, Professional and Applied Masters Vocational education in various groups of Health Sciences led by a Director. The main element in higher education is out development of the academic community, one of which is the development of lecturers. Lecturers are professional educators who have the task of transforming, developing, and disseminating Science and Technology through Education, Research, and Community Service.

The Indonesian Ministry of Health Polytechnic lecturer is a professional educator and scientist with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service who works full-time and has the status of a permanent teaching staff at the Indonesian Ministry of Health Polytechnic.

The Bandung Ministry of Health Polytechnic (Poltekkes Kemenkes Bandung) is a state higher education health institution that is a Technical Service Unit under the Directorate General of Health Personnel, Ministry of Health of the Republic of Indonesia. Bandung Health Polytechnic is an amalgamation of 12 Health academies in West Java.

The Bandung Ministry of Health Polytechnic is tasked with educating professional health workers who are competent in their fields. Health workers have an important role in improving the quality of services to the community so that they can increase awareness, willingness, and ability to live healthily to achieve the highest level of public health. Professional and quality health workers are produced by quality Health Personnel Education (Diknakes) institutions.

Service quality in the industrial era 4.0 plays an important role in the progress and success of all aspects of the organization. One of the important challenges faced by universities is the management of quality educational institutions based on good management. The application of education quality management is more popular with the term Total Quality Education (TQE). The basis of this management was developed from the concept of Total Quality Management (TQM), which was originally applied to the business world. Philosophically, this concept emphasizes the

consistent search for continuous improvement to achieve customer needs and satisfaction (Edwar, 2016).

Since 2008, the Bandung Ministry of Health Polytechnic has implemented the ISO 9001:2015 Quality Management System (SMM ISO). The implementation of QMS ISO is a strategic effort for the Bandung Ministry of Health Polytechnic to improve overall performance and provide a strong foundation for sustainable development efforts. This is implemented with the hope that the Bandung Ministry of Health Polytechnic will be able to provide products and services that consistently meet customer needs, following applicable legal and regulatory requirements. Another hope is that by implementing QMS ISO 9001:2015, we will be able to demonstrate conformity to the specified quality management system requirements and be able to handle risks and opportunities related to the context and objectives to be achieved which will ultimately lead to increased satisfaction of all customers, both internal and external.

The Bandung Ministry of Health Polytechnic also implements an Internal Quality Assurance System (SPMI) which is a systemic activity to improve the quality of higher education in a planned and sustainable manner. Quality assurance is carried out through determining, implementing, evaluating, controlling, and improving higher education standards (PPEPP). This was done for the sake of realizing a culture of quality at the Bandung Ministry of Health Polytechnic.

The Bandung Ministry of Health Poltekkes continues to strive to improve institutional quality, which can be demonstrated by the achievements achieved through the accreditation rankings of the various study programs managed. The Bandung Ministry of Health Polytechnic has 20 study programs and 12 study programs have been accredited A (excellent) from LAMPTKES. The implementation of a good quality system has brought the Bandung Ministry of Health Poltekkes into cluster I of the Ministry of Health's Polytechnics which is under the Ministry of Health. This status shows that the Bandung Ministry of Health Polytechnic is one of the work units that is considered to have good performance in the field of higher education tridharma at the national level.

The quality of the resources owned by the Bandung Ministry of Health Polytechnic can also be seen from the various achievements of lecturers, education staff, and students. 2021 and 2022 will be a brilliant period that shows the quality of the resources owned by the Bandung Ministry of Health Polytechnic with achievements as the best lecturer ranked first at the national level, the best librarian ranked first at the national level, the best national financial report recorder, and the best student at the national level at the first rank. This shows that this achievement is not only due to the potential possessed by employees but also describes the quality process implemented which has succeeded in contributing to the growth in achievement of all elements of resources at the Bandung Ministry of Health Polytechnic.

The Bandung Ministry of Health Poltekkes always makes continuous improvement efforts as an implication of the implementation of the Internal Quality Management System (SPMI). It is well realized that there are still shortcomings in the services provided, where the results of measuring satisfaction in 2022 show that of the 20 study programs, 9 study programs experienced a decrease in the value of the Community Satisfaction Index (IKM) with a range of index decrease of 0.01 – 0.29. This IKM measures the components of customer satisfaction with management services, lecturer services (reliability, responsiveness, certainty in providing services and care), staff services, and infrastructure (adequacy, accessibility, and quality). To strengthen the study regarding the importance of efforts to improve the quality of lecturer services in realizing the

Vision and Mission of the Bandung Health Polytechnic (das sollen), initial research was conducted using primary data and secondary data to obtain information on indications/symptoms that emerged related to the current quality of Bandung Health Polytechnic lecturer services (das sein).

A lot of research has been carried out to look for ways to improve the quality of employee service in an organization because everyone agrees that the higher the quality of service provided by employees, means that the organization's reputation is considered good, the more problems that arise in the organization are reduced, which in turn increases public trust at the same time. opens up opportunities to develop the organization. Service quality can be improved if supported by internal and external factors. Internal factors are factors that are affected by the individual (employee) concerned, while external factors are support from outside, both from the organization and leadership which can improve quality.

Nurtania and Sadad (2013) stated that teaching staff, employees, curriculum, and administration together have a significant effect on service quality. Fitriana (2018) entitled Impact of Job Satisfaction on Public Service Quality in Syria shows a negative gap between expected services and received services for all quality dimensions. Service quality gaps indicate that companies are failing to meet their customers' expectations. This research also found that there is no significant relationship between job satisfaction and service quality at The Syrian General Establishment for Insurance. These results follow many studies that did not find a significant relationship to develop (such as Iaffaldano & Muchinsky, 1985; Brown & Mitchell, 1993; Armstrong, 2006; Simpson, 2006). Thus, these results differ from previous research that shows a significant relationship between job satisfaction and service quality (Hartline & Ferrell, 1996; Yoon & Suh, 2003; Yee et al., 2008; Ghayas & Hussain, 2015; Kiragu, 2015).

Ong'unya et al (2019) in their research The Effect of internal marketing and job satisfaction on quality service delivery in a public health sector in Uganda put forward three main points, namely: First, internal marketing is a predictor of the quality of health services in the Greater Iganga Regional Government; second, that job satisfaction is very important for the provision of quality health services. Third, internal marketing is an antecedent for job satisfaction. This research has implications for local governments through the Ministry of Health. Local governments should review and update existing marketing practices and strengthen them through policy implementation. The Ministry of Health through local governments must promote and increase employee satisfaction effectively. It should also promote effective internal marketing practices to ensure high levels of job satisfaction.

Eisenberger and Stinglhamber (2011) show that organizational support affects employee productivity, and employee well-being, and fosters positive employee orientation towards the organization, as well as their work. The researcher presented his findings from employees of large organizations in the United States, such as Southwest Airlines, Wal-Mart, Costco, and Google. Risnawan (2018) shows that organizational culture has a direct positive effect on employee service quality. The data collected came from 100 employee respondents at the Ciamis Regency Human Settlements, Cleanliness and Spatial Planning Service. Sudarmo, Suhartanti, and Prasetyanto (2021) report that servant leadership has a significant positive direct effect on employee self-efficacy innovation, and service quality. Research by Suk, Sumardi, and Putra (2018) also concluded that service quality can be improved through visionary leadership and self-efficacy, either partially or jointly. Pounds (2018) emphasized that there is a direct positive effect between a manager's job satisfaction on employee service quality.

For practical purposes and looking at similar research themes, the research above is one of the state-of-the-art research that justifies efforts to improve service quality. This means that based on the results of this research, it can be concluded that there are internal and external factors that encourage improvements in service quality. Internal factors include self-efficacy, personality, and job satisfaction, while external factors such as service quality can be improved through organizational support, organizational culture, and work environment. Servant leadership and other external factors are visionary leadership, situational leadership, and so on.

Literature Review

1. Service Quality

Service quality in the marketing segment has a strategic role in the sale of service products because good service quality will result in customer satisfaction. Good service quality if the customer's expectations exceed what he expected. Kotler (2009) suggests that the definition of service quality is the totality of the characteristics of goods and services that demonstrate their ability to satisfy customer needs, both obvious and hidden. Kotler determined that the service quality indicator is Real. Appearance of physical facilities, equipment, employees, and communications materials; Reliable. Is the ability to carry out promised services convincingly and accurately; Responsive. Willingness to help customers and provide fast service; Provide Guarantees. Knowledge and politeness of employees as well as their ability to foster a sense of trust confidence and empathy. Namely, the willingness to provide in-depth and special attention to each customer. Tangible ---Tangible objects — The appearance of physical facilities, equipment, staff, and communications materials.

Baines, Fill, and Page (2011) explain that service quality is the customer's perception of the difference between the service received compared to the expected service. In this discussion, Paul Baines et al determine service quality indicators, namely Reliability, accuracy, and consistency in service, Responsiveness, namely willingness and speed of service, Providing Guarantees, namely sincerity, self-confidence, and skills in serving, Empathy, namely deep attention to needs/ Customer and real problems, namely the quality of facilities, infrastructure, and service facilities.

Parasuraman et al (2011) stated that service quality is the quality of services provided to customers, both internal and external customers based on standard service procedures. Similar things were concluded by several previous opinions, Parasuraman et al put forward the following service quality indicators; Reliability, namely consistency in providing services; Responsiveness, namely being quick-responsive in providing services; Providing Guarantees, namely guarantees of service quality; Empathy, namely careful attention to customer needs and the real, facilities, infrastructure and service facilities provided.

Based on the description above, service quality can be synthesized in this research: Service quality is the customer's perception of the quality of service received compared to the expected service quality covering internal customers and external customers based on standard service procedures, which can be measured through indicators: (1) reliability is the company's ability to provide services as promised accurately and reliably, (2) responsiveness, namely a policy to help and provide fast and precise service to customers by conveying clear information, (3) guarantees and certainty are guarantees of service quality, (4) empathy provides sincere and individual or personal attention given to customers by trying to understand consumer desires and (5) takes the

form of facilities, infrastructure and service facilities provided which appear to support the implementation of services.

2. Organizational Support

Colquitt et al (2015) Organizational support Perceived Organizational Support (POS) is a reflection of the extent to which employees trust their organization to provide support for their welfare and provide good and adequate contributions. Dimensions of organizational support according to Colquitt (1) Provide adequate is a perception of support where the organization provides adequate support (2) Reward: the organization provides rewards (3) Job security protection: the perception that organizational members/employees receive protection in their work (4) Improvement working conditions: the perception that the organization supports the improvement of the work of its employees/members (5) Minimizing the impact of politics: the perception that it minimizes the politicization of members/employees.

Jones R. (2012) explains that organizational support is about how the organization cares about the welfare of its members and how it treats them when they are in trouble, as well as acting fairly towards all. There are 3 indicators of organizational support, namely (1) Concern for members/employees, (2) Assistance when members/employees face problems, and (3) Fair treatment of all members.

Robbins and Judge (2013) explain that organizational support is the level of employee confidence that the organization values employee contributions and cares about their welfare. As with the opinion above, there are indicators of organizational support, namely (1) Reward given fairly to employees' contributions, (2) Concern for employee welfare and (3) Supervision carried out in a supportive manner.

Phong Ba Le and Hui Lei (2019) stated that organizational support (POS) reflects employees' best efforts in carrying out personal tasks and organizational goals as a positive response that comes from their belief in being appreciated, having their welfare cared for, and having significant organizational support. The indicators of organizational support put forward by Lei and Lei are (1) Respected: employees' perceptions of feeling valued by the organization, (2) Their welfare is cared for: employees' perceptions of their welfare being cared for and (3) Obtaining significant organizational support: employees' perceptions of having support. organization significantly.

Based on the opinions of these experts, the following synthesis can be made: Organizational support (POS) is the extent to which an organization contributes to providing welfare, care, support, and appreciation for its members. Dimensions and indicators of organizational support include (1) Justice: perception of equal justice (2) Supervisory support: support from superiors for their subordinates (3) Reward: appreciation for employee performance and work achievements (4) Appreciated: perception of being valued by the organization (5) Caring for welfare: perception of concern for employee welfare. Support for increasing employee knowledge and skills.

3. Servant Leadership

Dierendonck (2011) Servant leadership is a leader's behavior that prioritizes service, namely service that arises from a person's desire to provide service to others, to ensure that the individuals served can grow and develop, be healthy, independent, and have a spirit of service. The dimensions of servant leadership according to Dierendonck (2011) to defined as (1) empowering and developing other individuals, namely in terms of active action, self-confidence, and mental

strength, (2) Humanizing humans, namely developing the individual's potential in areas that suit the individual. the individual concerned (3) Expressing himself according to himself, namely developing the way the individual expresses himself according to his self (4) Developing interpersonal acceptance, namely developing the individual to learn to understand other people's feelings and be aware of the situations that other people are facing.

Focht and Ponton (2015) state that servant leadership begins with the desire to provide services to individuals (subordinates) and then develops aspirations to direct individuals toward certain goals. Leader behavior is based on the desire to serve and is driven by efforts to direct other individuals toward certain goals.

Based on the description of several theories above, it can be synthesized that servant leadership is leader behavior that is based on motivation to prioritize service to individuals (subordinates), namely service that arises from a person's desire to provide service to others, which aims to ensure that the individuals served can grow and develop and be healthy, independent, and has a spirit of service, and is not synonymous with power, organizing and directing. Indicators of servant leadership are as follows: 1) Listening behavior, namely behavior that is based on a deep commitment from a leader to listen actively and respectfully, ask questions to create knowledge, provide time for reflection and silence and become aware of what is left unsaid; 2) Behavior to heal emotional turmoil, namely the behavior of leaders in creating emotional healing and relationships themselves, or relationships with other people, because relationships are a force for transformation and integration; 3) Interpersonal acceptance behavior: understanding and respecting other people; 4) Openness and persuasion behavior, namely leaders who emphasize openness and persuasion to build trust from other people; 5) Wise behavior, namely wise leader behavior in making decisions; 6) Humility behavior, namely leader behavior that develops the potentials of other people in areas that suit the other person's personal conditions; and 7) Change behavior, namely behavior that is based on a strong desire to make positive changes and prioritize the interests of other people to make changes for the better.

4. Personality

According to Donnelly & Konopaske. (2006) Personality is a relatively stable set of characteristics, tendencies, and temperament that have been significantly shaped by inheritance and by social, cultural, and environmental factors. Dimensions and indicators for personality according to Gibson et.al are as follows: 1) Consciousness, hardworking, diligent, organized, and persistent; 2) Extroversion, namely the extent to which a person is sociable, gregarious, and assertive; 3) Conformity. Degree of working well with others by sharing trust, warmth, and cooperation; 4) Emotional stability. A person's demonstrated ability to handle stress by remaining calm, focused, and confident; 5) Openness to experience.

Rian et al (2016) argue that personality is a trait that is based on an individual's appearance, thoughts, and feelings as a result of interaction between genetics and the environment. The dimensions and indicators are

1. Extraversion. This factor is related to comfort in relationships within the organization
2. Friendliness. It is a personality that is related to an individual's attitude in understanding others
3. Caution. It is an attitude that considers the causes and consequences obtained later, this is related to the individual's reliability at work

4. Emotional stability. It is an individual's personality that is related to the ability to deal with stress at work.
5. Openness to experience. It is a personality that is related to the willingness to accept something new.

Referring to Simarmata (2014) Personality is a person's dynamic and integrated character which is manifested uniquely and stably in thinking, feeling, and acting which characterizes a person's response to life situations and which are indicators of personality including:

1. Awareness. Refers to the conscious state of carrying out an action
2. Extraversion. Refers to comfort in dealing with the organization
3. Hospitality. Refers to an attitude that can understand each other.
4. Emotional stability. Refers to the consistency of an individual's attitude in facing pressure.
5. Openness to experience. Refers to an individual's ability to accept other experiences outside their habits.

According to Musadieg & Sulisty (2018), Personality is the mental characteristics that shape a person's identity. Personality dimensions and indicators according to Alfian et al (2018) are:

1. Extraversion. This is related to the individual's comfort in dealing with the organization where he works
2. Easy to get along with. Refers to the attitude of being able to balance the behavior of other individuals in a relationship
3. Cautious nature. Refers to an individual's accuracy in carrying out an activity
4. Emotional stability. Refers to an individual's emotional determination in facing pressure
5. Be open to new things. Refers to an individual's ability to accept new things outside their habits.

From the various definitions of personality above, it can be determined that personality is a relatively stable set of characteristics, tendencies, and temperament that have been significantly shaped by inheritance and by social, cultural, and environmental factors referring to the structure and tendencies within a person who explains characteristic patterns of thinking, emotions, feelings, and appearance as the result of interacting genetics and environment. The dimensions and indicators of personality are:

1. Consciousness (with characteristics: reliable, organized, ambitious, hardworking, and persistent)
2. Compatibility (kind, cooperative, sympathetic, helpful, polite, and warm)
3. Emotional Stability (calm, stable, able to face work pressure)
4. Openness to Experience (curious, imaginative, creative, complex, refined and sophisticated)
5. Extraversion (talkative, sociable, enthusiastic, assertive, brave, dominant).

5. Job Satisfaction

Job satisfaction is part of an aspect of a person's life to do good deeds. Job satisfaction is associated with attitudes that uphold correctness and consistent behavior by moral values, ethics, and applicable rules. According to Robbins (2013), job satisfaction is an individual's general attitude towards their work. Dimensions of job satisfaction include (1) Work atmosphere, namely the existence of policies, procedures, and rules (2) Supervision, the supervisor's ability to provide technical assistance and behavioral support (3) Current wage level, namely the wages received are sufficient and fair compared with other payments received; (4) Promotion opportunities, namely

the opportunity for further career advancement and (5) Relationships with colleagues, namely the presence of pleasant and competent colleagues.

In line with Wood, Wallace and Zeffane (2011), job satisfaction is the extent to which individuals feel positive or negative about their work. The dimensions of job satisfaction according to Wood et al are (1) Work, namely responsibility, interest, and development (2) Relationships with colleagues, namely harmonious relationships and mutual respect (3) Promotion opportunities, namely opportunities for further advancement (3) Payment, namely the recommended payment is sufficient and fair compared to other payments received.

According to Danim (2010), job satisfaction is an orientation of an individual's attitude towards playing a role in the work he is currently pursuing. Dimensions of job satisfaction according to Danim (1) Physical conditions of work, namely work that provides interesting tasks, opportunities to learn, and opportunities to accept responsibility (2) Work environment, conditions and a pleasant work environment which is expected to have an impact on increasing productivity (3) Interaction between personnel, namely the presence of pleasant and competent co-workers (4) Leader behavior, a good leader provides a stable working situation and conditions, so that employees can work comfortably (5) Organizational policies, good organizational policies are which can provide a stable working situation and conditions.

Furthermore, according to Luthans, (2011), job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. The dimensions that can be measured are (1) The job itself, namely work that provides interesting tasks, opportunities to learn, and opportunities to accept responsibility; (2) Salary, namely the amount of wages received and the level at which this is seen as appropriate compared to other people in the organization (3) Promotion opportunities, where opportunities are given to advance within the organization (4) Supervision, the supervisor's ability to assist technical and behavioral support (5) Coworkers, namely the extent to which coworkers are technically clever and socially supportive. According to Danim (2010), job satisfaction is an orientation of an individual's attitude towards playing a role in the work he is currently pursuing. Dimensions of job satisfaction according to Danim (2010) are: (1) Physical conditions of work, namely work that provides interesting tasks, opportunities to learn, and opportunities to accept responsibility (2) Work environment, conditions and a pleasant work environment which is expected to have an impact on increasing productivity (3) Interaction between personnel, namely the presence of pleasant and competent co-workers (4) Leader behavior, a good leader provides a stable working situation and conditions, so that employees can work comfortably (5) Organizational policies, good organizational policies are which can provide a stable working situation and conditions.

From various definitions of job satisfaction, a synthesis can be made as follows: Job satisfaction is an individual's general attitude towards their work, reflecting how a person feels about their work as a whole and about various aspects of their work, which can be positive or negative. The dimensions of job satisfaction consist of (1) Work atmosphere, namely the existence of policies, procedures, and rules (2) Supervision, the supervisor's ability to provide technical assistance and behavioral support (3) Current wage level, namely the wages received are sufficient and fair compared to other payments received (4) Promotion opportunities, namely opportunities for further career advancement.

Research Methods

The research was carried out at the Bandung Ministry of Health Polytechnic. The Ministry of Health Bandung Health Polytechnic has 6 departments, namely: Nursing Department, Midwifery Department, Medical Laboratory Engineering Department, Pharmacy Department, Environmental Health Department, and Health Promotion Department. Through the Decree of the Ministry of Education and Culture of the Republic of Indonesia Number 355/E/O/2012 dated 10 October 2012 concerning the Transfer of Management for the Implementation of Study Programs at the Health Polytechnic from the Ministry of Health to the Ministry of Education and Culture, in organizing higher education at the Bandung Ministry of Health Polytechnic, it refers to the regulations in force at the university. nationally, with academic technical guidance under the Ministry of Research and Higher Education. Number of lecturers at the Ministry of Health Bandung Health Polytechnic.

This research uses a combined research method (mixed methods), namely a research method that combines quantitative methods and qualitative methods in a research activity so that more comprehensive, valid, reliable, and objective data is obtained. The approach used is a sequential explanatory design (sequence of evidence).

Sugiyono (2013), describes that the combination research method of sequential explanatory design is a combination research method that combines quantitative and qualitative research methods sequentially, where in the first stage the research is carried out using quantitative methods and in the second stage it is carried out using qualitative methods.

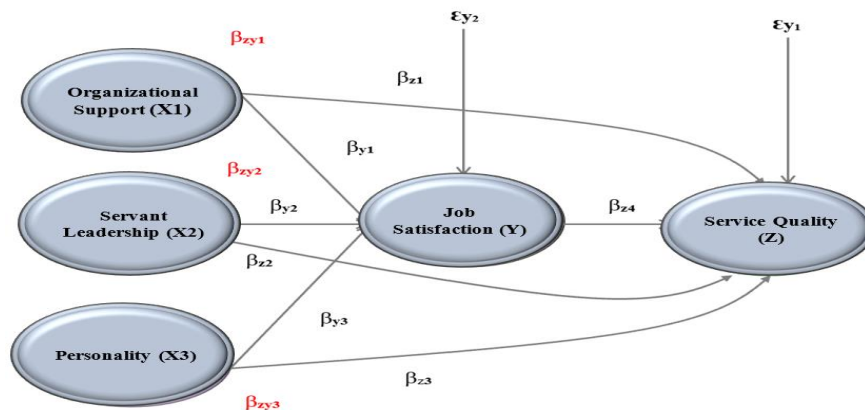


Figure 1. Research Constellation

Based on data obtained from: <https://pddikti.kemdikbud.go.id> which was downloaded on October 18, 2022. At 20.00 WIB, data obtained on the number of Permanent Lecturers at the Bandung Ministry of Health Polytechnic was 216 people.

The sample is part of the number and characteristics of the population. The sampling technique in this research uses a proportional random sampling technique so that each research unit or elemental unit of the population has the same opportunity to be selected as a sample. The sample size was calculated using the Taro Yamane formula. Determining the sample size involves or includes the characteristics found in the population so that with a minimum sample size it will be able to reflect the actual condition of the population. Based on the Yamane formula above, a

sample size of 154 people can be determined

Research data was collected by distributing questionnaires to respondents. A questionnaire is a research instrument that asks respondents to fill in questions or statements given by researchers related to thoughts, feelings, attitudes, beliefs, values, perceptions, experiences, personalities, and behaviors of participants or respondents following the variables being studied.

This research used a combination research method between quantitative research and SITOREM Analysis. The flow of this combined research methodology uses a quantitative research flow which is analyzed using SITOREM analysis. As revealed by Hardhienata (2017), for operations research in education management, we need to add the scientific identification theory mentioned above with a statistical model and steps to obtain an optimal solution. Identification theory mentioned above with statistical models and steps to get the optimal solution).

Research Result

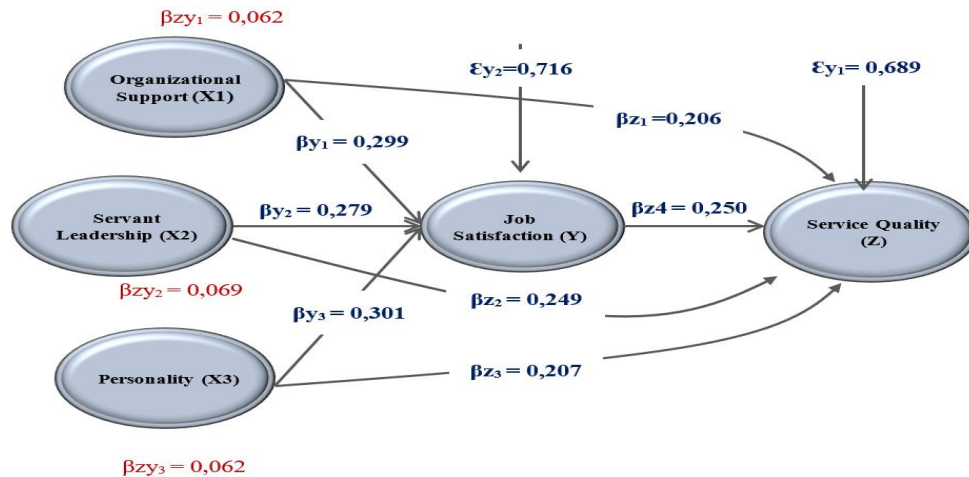


Figure 2. Results of correlation tests between variables

1) Statistical Mathematical Model

Based on the constellation of effects between variables, a statistical mathematical model is produced as follows:

a. Substructural Equations 1:

$$\hat{y} = \beta y_1 + \beta y_2 + \beta y_3 + \beta y_4 + \epsilon_{y1}$$

$$\hat{y} = 0,183x_1 + 0,221x_2 + 0,217x_3 + 0,204x_4 + \epsilon_{y1}$$

b. Substructural Equations 2:

$$\hat{y} = \beta y_1 + \beta y_2 + \beta y_3 + \epsilon_{y2}$$

$$\hat{y} = 0,256y_1 + 0,306y_2 + 0,294y_3 + \epsilon_{y2}$$

2) Test the significance of the indirect effect

The indirect effect test is used to test the effectiveness of the intervening variable which mediates the independent variable and the dependent variable. The magnitude of the effect of the intervening variables is determined by the following analysis:

a) Test the indirect effect of the organizational support (X1) on the service quality (Z) through the job satisfaction (Y)

Calculation of the mediation effect can be done using the Sobel test using the coefficients from the regression equation contained in the table below:

Table 1. Regression of the Organizational Support (X1) on the Service Quality (Z)

Variable Dependent	Variable Independent	Regression Coefficients (Unstandardized Coefficients)		t	Sig.
		B	Std.Error		
Service Quality (Y)	Organizational Support (X1)	0,543	0,073	7.469	0.000

DATA SOURCE: PROCESSED, 2023

Table 2. Regression of the Organizational Support (X1) on the Service Quality (Y) through Job Satisfaction (Z)

Variable Dependent	Variable Independent	Regression Coefficients (Unstandardized Coefficients)		t	Sig.
		B	Std.Error		
Service Quality (Z)	Organizational Support (X1)	0.283	0.076	3.716	0.000
	Job Satisfaction (Y)	0.560	0.087	6.417	0.000

DATA SOURCE: PROCESSED, 2023

Based on the calculation of the regression coefficients, $a = 0.543$ and $b = 0.283$ are obtained, with $SEa = 0.073$ and $SEb = 0.076$. The image of the indirect effect of Organizational Support (X1) on Service Quality (Z) through Job Satisfaction (Y), is presented as follows:

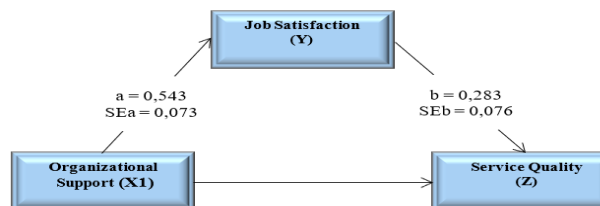


Figure 3. Diagram of the indirect effect of Organizational Support (X1) on Service Quality (Y) through Service Quality (Z)

The magnitude of the mediation effect can be calculated using the Sobel test using the Sobel Test Calculator for the Significance of Mediation tool, based on the coefficient values of the regression equation. The calculations are as in the picture below:

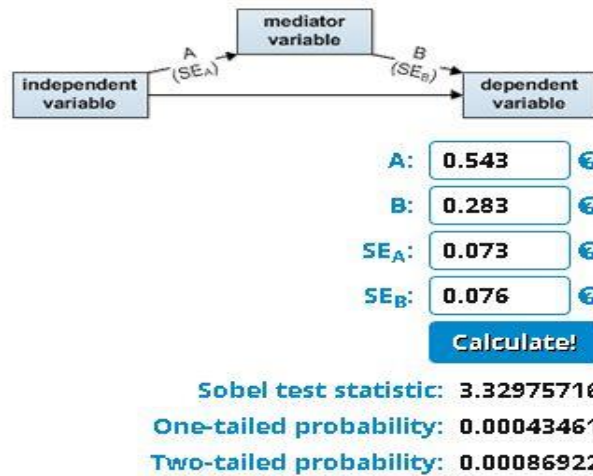


Figure 4. Sobel test of Organizational Support (X1) on Service Quality (Z) through Job Satisfaction (Y)

The obtained Z-count value (3.330) > Z-table value (1.96), with a significance level of $\alpha = 5\%$. And if you look at the probability (significance) value of the t-statistical test for the adversity intelligence (sig) variable, it is $0.00 < \alpha = 0.05$. So H0 is rejected and H1 is accepted, this shows that Job Satisfaction (Y) can mediate Organizational Support (X1) on Service Quality (Z).

b) Test the indirect effect of the servant leadership (X2) on the service quality (Z) through the job satisfaction (Y)

Calculation of the mediation effect can be done using the Sobel test using the coefficients from the regression equation contained in the table below:

Table 3. Regression of the Servant Leadership (X2) on the Service Quality (Z)

Variable Dependent	Variable Independent	Regression Coefficients (Unstandardized Coefficients)		t	Sig.
		B	Std.Error		
Service Quality (Y)	Servant Leadership (X ₂)	0,534	0,061	17,121	0.000

DATA SOURCE: PROCESSED, 2023

Table 4. Regression of the Servant Leadership (X2) on the Service Quality (Y) through Job Satisfaction (Y)

Variable Dependent	Variable Independent	Regression Coefficients (Unstandardized Coefficients)		t	Sig.
		B	Std.Error		
Service Quality (Z)	Servant Leadership (X ₂)	0.319	0.067	4.790	0.000
	Job Satisfaction (Y)	0.497	0.087	5.692	0.000

DATA SOURCE: PROCESSED, 2023

Based on the calculation of the regression coefficients, $a = 0.534$ and $b = 0.319$ are obtained, with $SEa = 0.061$ and $SEb = 0.067$. The image of the indirect effect of Servant Leadership (X2) on Lecturer Service Quality (Z) through Job Satisfaction (Y), is presented as follows:

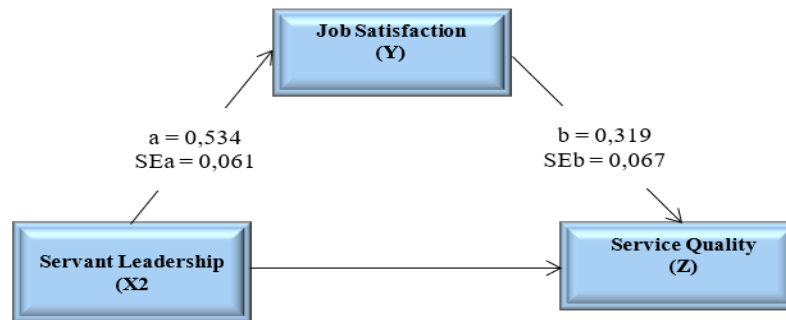


Figure 5. Diagram of the indirect effect of Servant Leadership (X2) on Lecturer Service Quality (Z) through Job Satisfaction (Y)

The magnitude of the mediation effect can be calculated using the Sobel test using the Sobel Test Calculator for the Significance of Mediation tool, based on the coefficient values of the regression equation. The calculations are as in the picture below:

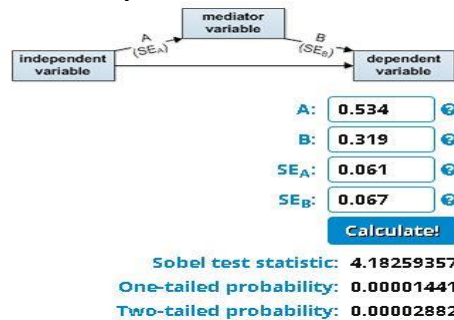


Figure 6. Sobel Test of Servant Leadership (X2) on Lecturer Service Quality (Z) through Job Satisfaction (Y)

The obtained Z-count value (4.183) > Z-table value (1.96), with a significance level of $\alpha = 5\%$. And if you look at the probability (significance) value of the t-statistical test for the adversity intelligence (sig) variable, it is $0.00 < \alpha = 0.05$. So H_0 is rejected and H_1 is accepted, this shows that job satisfaction (Y) can mediate servant leadership (X2) on lecturer service quality (Z).

c) Test the indirect effect of the personality (X3) on the lecturer service quality (Z) through the job satisfaction (Y)

Calculation of the mediation effect can be done using the Sobel test using the coefficients from the regression equation contained in the table below:

Table 5. Regression of the Personality (X3) on the Service Quality (Z)

Variable Dependent	Variable Independent	Regression Coefficients (Unstandardized Coefficients)		t	Sig.
		B	Std.Error		
Service Quality (Z)	Personality (X ₃)	0,656	0,081	8,137	0.000

DATA SOURCE: PROCESSED, 2023

Table 6. Regression of the Personality (X3) on the Service Quality (Z) through Job Satisfaction (Y)

Variable Dependent	Variable Independent	Regression Coefficients (Unstandardized Coefficients)		t	Sig.
		B	Std.Error		
Service Quality (Z)	Personality (X ₃)	0.362	0.088	4.129	0.000
	Service Quality (Y)	0.528	0.088	5.970	0.000

DATA SOURCE: PROCESSED, 2023

Based on the calculation of the regression coefficients, it is obtained that $a = 0.656$ and $b = 0.362$, with $SEa = 0.081$ and $SEb = 0.088$. The image of the indirect effect of Personality (X3) on Lecturer Service Quality (Z) through Job Satisfaction (Y), is presented as follows:

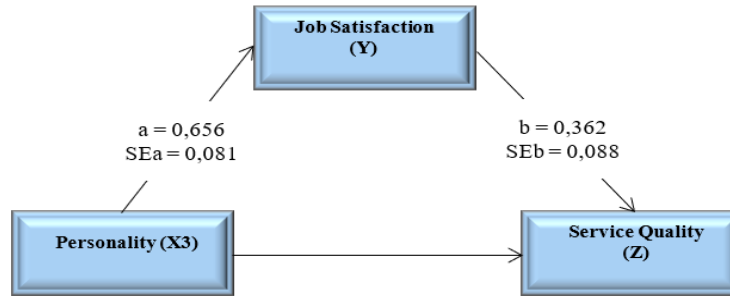


Figure 7. Indirect effect diagram of Personality (X2) on Lecturer Service Quality (Z) through Job Satisfaction (Y)

The magnitude of the mediation effect can be calculated using the Sobel test using the Sobel Test Calculator for the Significance of Mediation tool, based on the coefficient values of the regression equation. The calculations are as in the picture below:

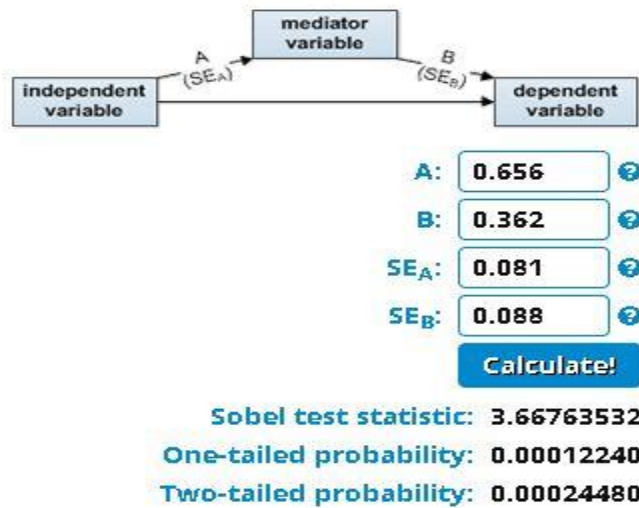


Figure 8. Sobel Test of Personality (X2) on Lecturer Service Quality (Z) through Job Satisfaction (Y)

The obtained Z-count value (3.668) > Z-table value (1.96), with a significance level of $\alpha = 5\%$. And if you look at the probability value (significance) of the t-statistical test for the adversity intelligence (sig) variable, it is $0.00 < \alpha = 0.05$. So H₀ is rejected and H₁ is accepted, this shows that job satisfaction (Y) can mediate personality (X3) on lecturer service quality (Z).

Table 7. Summary of indirect effect tests (Sobel test)

No.	Indirect Effect	Z-count	Z-table	Decision	Conclusion
1.	Organizational Support (X1) for Service Quality (Z) Through Job Satisfaction (Y)	3,330	1,966	H0 is rejected H1 is accepted	proven to mediate
2.	Servant Leadership (X2) on Service Quality (Z) Through Job Satisfaction (Y)	4,183	1,966	H0 is rejected H1 is accepted	proven to mediate
3.	Personality (X3) on Service Quality (Z) Through Job Satisfaction (Y)	3,330	1,966	H0 is rejected H1 is accepted	proven to mediate

DATA SOURCE: PROCESSED, 2023

Hypothesis Testing

After the structural model analysis has been carried out, the calculation results obtained are used to test the hypothesis to determine the direct and indirect effects between variables. The proposed hypothesis is concluded by calculating the path coefficient value and significance for each path studied. The results of the decisions regarding all proposed hypotheses can be explained as follows:

1. The positive direct effect of Organizational Support (X1) on Service Quality (Z)

From the calculation results, the path coefficient value (βz_1) = 0.206, with count = 7.449, while table at the real level $\alpha = 0.05$, table = 1.655, then count > t-table means that Ho is rejected and H1 is accepted. Thus, there is a direct positive effect of the organizational support (X1) on service quality (Z), meaning that stronger organizational support (X1) will improve the service quality (Z) of lecturers at the Health Polytechnic Ministry of Health Bandung.

2. The positive direct effect of Servant Leadership (X2) on Service Quality (Z)

From the calculation results, the path coefficient value (βz_2) = 0.249, with t-count = 8.827, while t-table at the real level $\alpha = 0.05$, t-table = 1.655, then t-count > t-table means that Ho is rejected and H1 is accepted. Thus, there is a positive direct effect of the servant leadership (X2) on service quality (Z), meaning that stronger servant leadership (X2) will improve the service quality (Z) of lecturers at the Health Polytechnic. Ministry of Health Bandung.

3. A positive direct effect of Personality (X3) on Service Quality (Z)

From the calculation results, the path coefficient value (βz_3) = 0.207, with t-count = 8.137, while t-table at the real level $\alpha = 0.05$, t-table = 1.6551, then t-count > t-table means that Ho is rejected and H1 is accepted. Thus, there is a direct positive effect of the personality (X3) on

service quality (Z), meaning that a stronger personality (X3) will improve the service quality (Z) of lecturers at the Health Polytechnic Ministry of Health Bandung.

4. A positive direct effect of Job Satisfaction (Y) on Service Quality (Z)

From the calculation results, the path coefficient value (β_{z4}) = 0.250, with t-count = 9.514, while t-table at the real level $\alpha = 0.05$, t-table = 1.655, then t-count > t-table means that H_0 is rejected and H_1 is accepted. Thus, there is a positive direct effect of the job satisfaction (Y) on service quality (Z), meaning that stronger job satisfaction (Y) will improve the service quality (Z) of lecturers at the Health Polytechnic Ministry of Health Bandung.

5. A positive direct effect of Organizational Support (X1) on Job Satisfaction (Y)

From the calculation results, the path coefficient value (β_{x1}) = 0.299, with t-count = 7,630, while t-table at the real level $\alpha = 0.05$, t-table = 1,655, so t-count < t-table means H_0 is rejected and H_1 is accepted. Thus, there is a positive direct effect of the organizational support (X1) on job satisfaction (Y), meaning that organizational support (X1) will increase the job satisfaction (Y) of lecturers at the Health Polytechnic Ministry of Health Bandung.

6. A positive direct effect of Service Leadership (X2) on Service Quality (Y)

From the results of calculating the indirect effect, the path coefficient value (β_{x2}) = 0.279, with t-count = 8.333, while t-table at the real level $\alpha = 0.05$, t-table = 1.655, then t-count > t-table, then H_0 is rejected and H_1 is accepted. Thus, there is a positive direct effect between the servant leadership (X2) on job satisfaction (Y), meaning that servant leadership (X2) will increase the job satisfaction (Y) of lecturers at the Health Polytechnic Ministry of Health Bandung.

7. A positive direct effect of Personality (X3) on Job Satisfaction (Y)

From the calculation results, the path coefficient value (β_{x3}) = 0.301, with t-count = 8.232, while t-table at the real level $\alpha = 0.05$, t-table = 1.655, then t-count > t-table means that H_0 is rejected and H_1 is accepted. Thus, there is a direct positive effect of the personality (X3) on job satisfaction (Y), meaning that the stronger personality (X3) will increase the job satisfaction (Y) of lecturers at the Health Polytechnic Ministry of Health Bandung.

8. A positive indirect effect of Organizational Support (X1) on Service Quality (Z) through Job Satisfaction (Y)

From the results of calculating the indirect effect, the path coefficient value (β_{xy1}) = 0.062, with t-count = 3.716, while t-table at the real level $\alpha = 0.05$, t-table = 1.655, then t-count > t-table, then H_0 is rejected and H_1 is accepted. Thus, there is a positive indirect effect of the organizational support (X1) on service quality (Z) through job satisfaction (Y), meaning that stronger organizational support (X1) will increase the service quality (Z) through increasing job satisfaction (Y) of lecturers in Health Polytechnic Ministry of Health Bandung.

9. A positive indirect effect of Servant Leadership (X2) on Service Quality (Z) through Job Satisfaction (Y)

From the results of calculating the indirect effect, the value of the path coefficient (β_{zy2}) = 0.069, with t-count = 4,790, while t-table at the real level $\alpha = 0.05$, obtained t-table = 1,655, then t-count > t-table, then H_0 is rejected and H_1 is accepted. Thus, there is an indirect positive effect of the servant leadership (X2) on service quality (Z) through job satisfaction (Y), meaning that the stronger the servant leadership (X2) will improve the service quality (Z) through the service quality (Y) of lecturers at the Health Polytechnic Ministry of Health Bandung.

10. A positive indirect effect of Personality (X3) on Service Quality (Z) through Job Satisfaction (Y)

From the results of calculating the indirect effect, the path coefficient value (β_{zy3}) = 0.062, with t-count = 4.129, while t-table at the real level $\alpha = 0.05$, t-table = 1.655, then t-count > t-table, then H_0 is rejected and H_1 is accepted. Thus, there is a positive indirect effect of the personality (X3) on service quality (Z) through job satisfaction (Y), meaning that the stronger personality (X3) will improve the quality of service (Z) through job satisfaction (Y) for lecturers at the Health Polytechnic Ministry of Health Bandung.

Table 8. Summary of hypothesis testing results

No	Hypothesis	Path Coefficient	Statistic test	Decision	Conclusion
1.	Organizational Support (X1) for Service Quality (Z)	0,206	$H_0 : \beta_{y1} \leq 0$ $H_1 : \beta_{y1} > 0$	H_0 is rejected H_1 is accepted	Influential direct positive
2.	Servant Leadership (X2) to Service Quality (Z)	0,249	$H_0 : \beta_{y2} \leq 0$ $H_1 : \beta_{y2} > 0$	H_0 is rejected H_1 is accepted	Influential direct positive
3.	Personality (X3) to Service Quality (Z)	0,207	$H_0 : \beta_{y3} \leq 0$ $H_1 : \beta_{y3} > 0$	H_0 is rejected H_1 is accepted	Influential direct positive
4.	Job Satisfaction (Y) on Service Quality (Z)	0,250	$H_0 : \beta_{y4} \leq 0$ $H_1 : \beta_{y4} > 0$	H_0 is rejected H_1 is accepted	Influential direct positive
5.	Organizational Support (X1) on Job Satisfaction (Y)	0,299	$H_0 : \beta_{x1} \leq 0$ $H_1 : \beta_{x1} > 0$	H_0 is rejected H_1 is accepted	Influential direct positive

No	Hypothesis	Path Coefficient	Statistic test	Decision	Conclusion
6.	Servant Leadership (X2) on Job Satisfaction (Y)	0,279	H ₀ : $\beta_{x_2} \leq 0$ H ₁ : $\beta_{x_2} > 0$	H0 is rejected H1 is accepted	Influential direct positive
7.	Personality (X3) on Job Satisfaction (Y)	0,301	H ₀ : $\beta_{x_3} \leq 0$ H ₁ : $\beta_{x_3} > 0$	H0 is rejected H1 is accepted	Influential direct positive
8.	Organizational Support (X1) for Service Quality (Z) through Job Satisfaction (Y)	0,062	H ₀ : $\beta_{xy1} \leq 0$ H ₁ : $\beta_{xy1} > 0$	H0 is rejected H1 is accepted	Influential indirect positive
9	Servant Leadership (X2) on Service Quality (Z) through Job Satisfaction (Y)	0,069	H ₀ : $\beta_{xy2} \leq 0$ H ₁ : $\beta_{xy2} > 0$	H0 is rejected H1 is accepted	Influential indirect positive
10	Personality (X3) to Service Quality (Z) through Job Satisfaction (Y)	0,062	H ₀ : $\beta_{xy3} \leq 0$ H ₁ : $\beta_{xy3} > 0$	H0 is rejected H1 is accepted	Influential indirect positive

DATA SOURCE: PROCESSED, 2023

Direct and indirect influence on service quality (Z)

Table 9. Direct and indirect influence on service quality (Z)

Variable	Effect		Conclusion
	Direct	Indirect	
Organizational Support (X1)	0,206	(0,206)(0,062) = 0,013	Direct Effect (0.206) > Indirect Effect (0.013)
Servant Leadership (X2)	0,249	(0,249)(0,069) = 0,017	Direct Effect (0.249) > Indirect Effect (0.017)
Personality (X3)	0,207	(0,207)(0,062) = 0,013	Direct Effect (0.207) > Indirect Effect (0.013)
Job Satisfaction (Y)	0,250		

DATA SOURCE: PROCESSED, 2023

Based on Table 9, it can be explained that Service Quality (Z) has a direct effect on

Organizational Support (X1) of 20.6%, an indirect effect through Job Satisfaction (Y) of 1.3%, Service Quality (Z) has a direct effect on Servant Leadership (X2) of 24.9%, an indirect effect through Job Satisfaction (Y) of 1.7%, and Service Quality (Z) a direct effect on Personality (X3) of 20.7%, an indirect effect through Job Satisfaction (Y) of 1.3%, Service Quality (Z) has a direct effect on Job Satisfaction (Y) by 25%.

Based on the comparison of the magnitude of the direct influence and indirect influence in Table 9, it can be concluded as follows:

- a. Because the direct influence of Organizational Support (X1) on Service Quality (Z) is compared to the indirect influence of Organizational Support (X1) on Service Quality (Z) through Job Satisfaction (Y), it can be concluded that Job Satisfaction (Y) is not functioning effectively as an intervening variable between Organizational Support (X1) and Service Quality (Z).
- b. Because the direct influence of Servant Leadership (X2) on Service Quality (Z) is compared to the indirect influence of Servant Leadership (X2) on Service Quality (Z) through Job Satisfaction (Y), it can be concluded that Job Satisfaction (Y) does not function effectively as an intervening variable between Servant Leadership (X2) and Service Quality (Z).
- c. Because the direct influence of Personality (X3) on Service Quality (Z) is compared to the indirect influence of Personality (X3) on Service Quality (Z) through Job Satisfaction (Y), it can be concluded that Job Satisfaction (Y) does not function effectively as a variable intervening between Personality (X3) on Service Quality (Z).

The direct and indirect effects on service quality (Z) are presented in the following table:

Table 10. Direct and indirect influence on service quality (Z)

Variable	Effect	
	Direct	Indirect
Organizational Support (X1)	0,206	-
Servant Leadership (X2)	0,249	-
Personality (X3)	0,207	-

Source: Processed, 2023

From Table 10, it can be explained that Organizational Support (X1) has a direct effect on Service Quality (Z) by 20.6%. The direct influence of Servant Leadership (X2) on Service Quality (Z) is 24.9% and the direct influence of Personality (X3) on Service Quality (Z) is 20.7%.

SITOREM Analysis

In the context of this research, apart from using path analysis, we also use cytological analysis. Scientific Identification Theory to Conduct Operation Research in Education Management (SITOREM), is a scientific method used to identify variables (theory) to carry out "Operation Research" in the field of education management. (Hardhienata, 2017). SITOREM analysis is carried out by identifying and analyzing three things, namely: a) Identifying the strength

of influence between the independent variable and the dependent variable; b) Analysis of the value of research results for each research variable indicator, and c) Analysis of the weight of each indicator for each research variable based on the criteria "Cost, Benefit, Urgency, and Importance."

Table 11. Determination of SITOREM Analysis Results

QUALITY OF SERVICE				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Reliability	1 st	Assurance (21,87%)	4.02
2	Responsiveness	2 nd	Responsiveness (20,47%)	4.19
3	Assurance	3 rd	Reliability (19,71%)	4.22
4	Empathy	4 th	Empathy (19.00%)	3.84
5	Tangible	5 th	Tangible (18.95%)	4.08

ORGANIZATIONAL SUPPORT ($\beta_{y1} = 0,206$) (IV)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Fairness in rewards	1 st	Provision of job support resources (20.84%)	3.70
2	Compatibility of rewards	2 nd	Reward match (20.15%)	3.74
3	Supportive supervision	3 rd	Justice in awards (20.13)	4.31
4	Involvement in decision-making	4 th	Involvement in decision-making (20.11%)	3.90
5	Provision of work support resources	5 th	Supportive supervision (18.76%)	3.87

SERVANT LEADERSHIP ($\beta_{y2} = 0,249$) (II)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Listening	1 st	Listening (15.17%)	4.17
2	Interpersonal acceptance	2 nd	Altruistic calling (14.82%)	4.22
3	Healing	3 rd	Interpersonal acceptance (14.68%)	4.27
4	Organizational stewardship	4 th	Wisdom (14.68%)	4.26
5	Wisdom	5 th	Organizational stewardship (13.71%)	4.12
6	Humility	6 th	Humility (13.71%)	4.06
7	Altruistic Calling	7 th	Healing (13.23%)	3.65

PERSONALITY ($\beta_{y3} = 0,207$) (III)				
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Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Consciousness	1 st	Openness to Experience (20.84%)	4.21
2	Agreeableness	2 nd	Emotional Stability (20.17%)	4.17
3	Emotional Stability	3 rd	Consciousness (20.13%)	4.25
4	Openness to Experience	4 th	Extraversion (20.13%)	3.79
5	Extraversion	5 th	Agreeableness (18.72%)	4.30

JOB SATISFACTION ($\beta_{y4} = 0,250$) (I)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Relationships between coworkers	1 st	Promotional opportunities	4.01
2	Supervisor supervision	2 nd	Salary/wages received	3.90
3	Salary/wages received	3 rd	Supervisor supervision	4.23
4	Promotional opportunities	4 th	Relationships between coworkers	4.42

SITOREM ANALYSIS RESULTS				
Priority order of indicators to be repaired			Indicators to be maintained	
1 st	Salary/Wages received (26.10%)(3.90)		1	Promotion opportunities (26.10%)(4.01)
2 nd	Behavior to heal emotional turmoil (healing)(13.23%)(3.65)		2	Supervisor supervision (24.36%)(4.23)
3 rd	Comfort interacting with other people (Extraversion)(20.13%)(3.79)		3	Relationships between colleagues (23.43%)(4.42)
4 th	Provision of job support resources (20.84%)(3.70)		4	Listening (15.17%)(4.17)
5 th	Reward suitability (20.15%)(3.74)		5	Altruistic calling (14.82%)(4.22)
6 th	Involvement in decision-making (20.11%)(3.90)		6	Empathy (14.68%)(4.27)
7 th	Supportive supervision (18.76%)(3.87)		7	Wisdom (14.68%)(4.26)
8 th	Empathy(19.00%)(3.84)		8	Organizational stewardship (13.71%)(4.12)
			9	Humility (13.71%)(4.06)
			10	Openness to Experience (20.84)(4.21)
			11	Emotional Stability (20.17%)(4.17)
			12	Cautiousness (Consciousness)(20.13%)(4.25)
			13	Easy to agree

SITOREM ANALYSIS RESULTS	
Priority order of indicators to be repaired	Indicators to be maintained
	(Agreeableness)(18.72%)(4.25)
14	Fairness in awards (20.13%)(4.31)
15	Assurance (21.87%)(4.02)
16	Responsiveness (20.47%)(4.19)
17	Reliability (19.71%)(4.22)
18	Tangible (18.95%)(4.08)

Source: Processed, 2023

Conclusion

Hypothesis test results show that there is a positive direct influence of organizational support on service quality. The strength of the influence of organizational support on service quality is obtained from the path coefficient $\beta z1 = 0.206$, and this value is significant at the 0.05 significance level. This means that there is a significant positive direct influence of the organizational support variable on the service quality variable.

Organizational support is the extent to which an organization contributes to providing welfare, care, support, and appreciation for its members. Dimensions and indicators of organizational support include (1) Fairness: perception of equal justice (2) Supervisor support: support from superiors for their subordinates (3) Rewards: appreciation for employee performance and work achievements (4) Being valued: perception of being valued by the organization (5) Being cared for well-being: perception of concern for employee welfare. Support for increasing employee knowledge and skills.

Based on the SITOREM analysis, in the organizational support variable, there are findings, namely the indicators that are classified as strong are fairness in rewards while the indicators that are classified as weak are provision of job support resources, involvement in decision making, appropriate rewards and supportive supervision by maintaining strong indicators and improving weak indicators in the organizational support variable, it can be predicted that service quality will improve.

The Bandung Ministry of Health Poltekkes is a government organization that relies heavily on government support in the form of regulations and funding. It is recommended that the work unit managers carry out improvements and advocacy towards the central government, supported by research data and other supporting data that is better prepared. Based on the discussion above, it can be concluded that strengthening organizational support can improve the quality of services for Bandung Ministry of Health Polytechnic lecturers.

The results of the hypothesis test show that there is a direct positive influence between servant leadership and service quality. The strength of the influence of servant leadership on service quality is obtained from the path coefficient value $\beta z2 = 0.249$, and this value is significant at the 0.05 significance level. This means that strengthening servant leadership can improve service quality. The contribution of servant leadership to service quality (r^2) is 0.589 which can be

interpreted as meaning that 58.9% of service quality can be explained by servant leadership, and the remaining 34.2% is the contribution of other factors outside serving leadership. Based on the interpretation of the correlation coefficient, the relationship between servant leadership and service quality is a strong correlation.

Based on the SITOREM analysis, in the servant leadership variable, there are findings, namely the indicators that are classified as strong are listening behavior, behavior to make changes (altruistic calling), behavior of accepting others (interpersonal acceptance), wise behavior (wisdom), openness and persuasion behavior (organizational stewardship) and humble behavior (humility), while the indicators that are classified as weak are the behavior of healing emotional turmoil (healing) by maintaining strong indicators and improving weak indicators in the servant leadership variable, predictably, service quality.

The Bandung Ministry of Health Polytechnic, which is a government bureaucratic organization (bureaucrats) as public servants and public servants, really needs exemplary service leadership, this will gradually change the mindset of all employees, making service part of the need in carrying out their duties. Based on the discussion above, it can be concluded that strengthening servant leadership can improve the service quality of Bandung Ministry of Health Polytechnic lecturers.

Based on the results of hypothesis testing, show that there is a direct influence between personality and service quality through the regression equation $\hat{y} = 51.990 + 0.656X$, which means that every one-unit increase in personality value will be followed by an increase in service quality value of 0.656 units with a constant value of 51.990. The research results show that this equation can be used to predict service quality based on personality scores.

Based on the SITOREM analysis, in the personality variables, there are findings, namely the indicators that are classified as strong are agreeableness (easy to agree), consciousness (careful nature), emotional stability and openness to experience (openness), and maintaining and improving indicators that are still weak, namely extraversion (comfort interacting with other people) can be predicted to improve service quality.

The personality of a state civil servant (ASN) at the Bandung Ministry of Health Polytechnic is important in carrying out their duties and functions as a public servant. A professional ASN must have reliable competence in carrying out their main duties and functions based on basic values that have been established as behavioral guidelines in carrying out their duties and providing public services.

The research results show that there is a direct positive influence of job satisfaction on service quality. Job Satisfaction focuses on honesty, trust, fairness, respect, responsibility, and courage. According to Huberts (2018), job satisfaction is seen as the quality of acting following relevant moral values, norms, and rules as well as the emotional condition (feelings, sentiments, moods) of individuals that arise from assessments of their work, or experiences at work. his job. With indicators: 1) Rewards, which are related to salary, wages, and honorarium (pay), 2) job conditions, namely each job requires certain skills, 3) promotion opportunities, namely factors which depend on whether there is an opportunity to gain career advancement while working, 4) supervision from superiors, namely good supervision from superiors regarding a job, and 5) co-workers, namely factors related to the relationship between employees. with his superiors and with other employees.

Based on the results of hypothesis testing, it shows that there is a direct influence between

job satisfaction and service quality through the regression equation $\hat{y} = 37,496 + 0.733$ The research results show that this equation can be used to predict the level of service quality based on job satisfaction scores. Based on the SITOREM analysis, in the job satisfaction variable, there are findings, namely the indicators that are classified as strong are relationships between co-workers, salary/wages received, and promotion opportunities, while the indicators that are classified as weak are supervisor supervision. predictably improves service quality.

The results of the hypothesis test show that there is a direct positive influence between organizational support and job satisfaction. The strength of the influence of organizational support on job satisfaction is obtained from the path coefficient value by = 0.299, and this value is significant at the 0.05 significance level. This means that strengthening organizational support can increase job satisfaction.

Organizational support is the extent to which an organization contributes to providing welfare, care, support, and appreciation for its members. Dimensions and indicators of organizational support include (1) Fairness: perception of equal justice (2) Supervisor support: support from superiors for their subordinates (3) Rewards: appreciation for employee performance and work achievements (4) Being valued: perception of being valued by the organization (5) Being cared for well-being: perception of concern for employee welfare. Support for increasing employee knowledge and skills.

Based on the SITOREM analysis, in the organizational support variable, there are findings, namely the indicators that are classified as strong are Fairness in Rewards while the indicators that are classified as weak are provision of job support resources, involvement in decision making, appropriate rewards and supportive supervision. By maintaining strong indicators and improving weak indicators in the organizational support variable, it can be predicted that job satisfaction will increase. By maintaining strong indicators and improving weak indicators in the organizational support variable, it can be predicted that job satisfaction will increase. Based on the discussion above, it can be concluded that strengthening organizational support can improve the quality of services for Bandung Ministry of Health Polytechnic lecturers.

The research results show that there is a direct positive influence between servant leadership and job satisfaction. Servant leadership is a leader's behavior that begins with feelings and has the commitment to carry out service consciously to direct individuals, prioritize the interests of others, be aspirational, and harmonious, build prosperity, complete tasks and achieve common goals.

Based on the results of hypothesis testing, show that there is a direct influence between servant leadership and job satisfaction through the regression equation $\hat{y} = 87.774 + 0.433X$, which means that every one-unit increase in servant leadership value will be followed by an increase in job satisfaction of 0.433 units with a constant value of 66.937. The research results show that this equation can be used to predict the level of job satisfaction based on servant leadership scores.

Based on the SITOREM analysis, in the servant leadership variable there are findings, namely that the indicators which are classified as strong are listening behavior, behavior to make changes (altruistic calling), empathetic behavior (emphaty), wise behavior (wisdom), openness behavior and persuasion (organizational stewardship) and humble behavior (humility), while the indicators that are classified as weak are the behavior of healing emotional turmoil (healing). by maintaining strong indicators and improving weak indicators in the servant leadership variable, it can be predicted will increase job satisfaction.

In the Bandung Ministry of Health Polytechnic organization which is a government

bureaucratic organization (bureaucrats) as public servants, community servants need exemplary service leadership, this will gradually change the mindset of all employees making service a part of the need in carrying out their duties which in turn will improve job satisfaction of employees of the Bandung Ministry of Health Polytechnic of Health.

By maintaining strong indicators and improving weak indicators in the servant leadership variable, it can be predicted that job satisfaction will increase. The research results show that there is a direct positive influence of personality variables on job satisfaction. Job satisfaction is an individual's general attitude towards his job, reflecting how a person feels about his job as a whole and about various aspects of his job, which can be positive or negative. The dimensions of job satisfaction consist of (1) Work atmosphere, namely the existence of policies, procedures, and rules (2) Supervision, the supervisor's ability to provide technical assistance and behavioral support (3) Current wage level, namely the wages received are sufficient and fair compared to other payments received (4) Promotion opportunities, namely opportunities for further career advancement.

Based on the results of hypothesis testing, show that there is a direct influence between personality and job satisfaction through the regression equation $\hat{y} = 70.412 + 0.433X$, which means that every one-unit increase in job satisfaction value will be followed by an increase in personality of 0.433 units with a constant value of 64.468. The research results show that this equation can be used to predict the level of job satisfaction based on personality scores.

Based on the SITOREM analysis, in the servant leadership variable, there are findings, namely that the indicators that are classified as strong are openness (openness to experience); emotional stability; the nature of being careful (conscientiousness), and easy to agree (agreeableness), while the indicators that are classified as weak are comfort interacting with other people (extraversion). by maintaining strong indicators and improving weak indicators on personality variables, it can be predicted that job satisfaction will increase.

Hypothesis test results show that there is an indirect influence of organizational support on service quality through Job Satisfaction. The strength of the influence of organizational support on service quality through job satisfaction is obtained from the path coefficient $\beta_{yz1} = 0.062$, and this value is significant at the 0.05 significance level. This means that there is a significant positive indirect effect of organizational support on service quality through job satisfaction.

The magnitude of the mediation effect can be calculated using the Sobel test using the Sobel Test Calculator for the Significance of Mediation tool. Based on the coefficient value of the regression equation, the Z-count value (3.330) > Z-table value (1.96) is obtained, with a significance level of $\alpha = 5\%$. If we look at the probability value (significance) of the t-statistical test for the organizational support variable (sig), it is $0.00 < \alpha = 0.05$. So H_0 is rejected and H_1 is accepted, this shows that there is a significant positive indirect effect of organizational support on service quality through job satisfaction.

Based on the results of the data analysis, it was found that the direct influence of organizational support on service quality ($\beta_{z1} = 0.206$) was greater than the indirect influence of organizational support on service quality through job satisfaction ($\beta_{yz1} = 0.062$). This means that job satisfaction is not effective as an intervening variable. which mediates the effect of organizational support on service quality.

Hypothesis test results show that there is a positive indirect influence of personality on service quality through Job Satisfaction. The strength of the influence of servant leadership on

service quality through job satisfaction is obtained from the path coefficient $\beta_{zy2} = 0.069$, and this value is significant at the 0.05 significance level. This means that there is a significant positive indirect effect of organizational support on service quality through job satisfaction.

Based on the results of the data analysis, it was found that the direct influence of organizational support on service quality ($\beta_{z1} = 0.206$) was greater than the indirect influence of organizational support on service quality through job satisfaction ($\beta_{yz1} = 0.062$). This means that job satisfaction is not effective as an intervening variable. which mediates the effect of organizational support on service quality.

Hypothesis test results show that there is a positive indirect influence of personality on service quality through Job Satisfaction. The strength of the influence of personality on service quality through job satisfaction is obtained from the path coefficient $\beta_{zy3} = 0.062$, and this value is significant at the 0.05 significance level. This means that there is a significant positive indirect effect of organizational support on service quality through job satisfaction.

Based on the results of data analysis, it was found that the direct influence of personality on service quality ($\beta_{z1} = 0.206$) was greater than the indirect influence of personality on service quality through job satisfaction ($\beta_{yz1} = 0.062$). This means that job satisfaction is not effective as a mediating intervening variable. the influence of personality on service quality.

Research Limitations

Analyzing the quality of lecturer services using the sequential explanatory research method has been carried out following the research stages as per existing procedures, however, it still has several research limitations, which can be used as a reference for improvements in further research, namely: After conducting quantitative research, a description of the research object was obtained, and then qualitative data analysis was carried out using SITOREM analysis, so the researcher proved the influence of variables on the quality of lecturer services, namely organizational support, service leadership, personality, and job satisfaction. There are still other factors that are thought to be related to the quality of lecturer services. These variables include visionary leadership, self-efficacy, performance, work motivation, organizational culture, work environment, and situational leadership. This research at the Bandung Ministry of Health Polytechnic cannot be generalized to populations with different characteristics.

COMPETING INTERESTS

The authors have no competing interests to declare.

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