

The Influence of Leadership Style and Organizational Culture on the Quality of Waste Services in the Jakarta Province Department of Environment

Budi Supriyatno.

Professor of Government Science at Satyagama University, Jakarta, Indonesia

Abstract: *The function of the state apparatus as a public servant is to provide services to the people. Services, especially public services aim to prosper the community. Professional public service is a public service characterized by the accountability and responsibility of the service provider. Service cannot be separated from human life. Although the demands are often not in accordance with expectations. The low quality of DKI Regional Government services and the description of several contributing factors is that the influence of leadership style has not been maximized in providing encouragement that can influence environmental service employees and the community to implement various policies that are directly related to waste problems. Meanwhile, the organizational culture factor is mainly that employees and the public do not understand regional regulations and do not comply with various regional regulations as well as organizational cultural norms and values that lead to employee behavior to create a clean environment free of waste. Basically service is the result of work achieved in carrying out the tasks and work assigned to someone. Service in achieving its goals is highly dependent on performance. In the sense of providing good and quality service to customers, access will be achieved in achieving goals. Currently, the performance of Garbage Services at the DKI Jakarta Province Environmental Service is a major concern and can be used as one of the agency's strategies to satisfy customers. The purpose of research on the influence of leadership style and organizational culture on the quality of waste services in Jakarta is to scientifically analyze the factors that influence this research. While the purpose of this research is: to analyze how much influence leadership style has on waste services in DKI Jakarta. And analyze how much influence organizational culture has on waste services in DKI Jakarta.*

Keywords: leadership, culture, organization, quality, service

1. Preliminary

Public service is one manifestation of the function of the state apparatus as a public servant. Public services aim to prosper the community. Professional public service is a public service characterized by the accountability and responsibility of the service provider. Service cannot be separated from human life. Although these demands are often not in accordance with the expectations of society.

In order to realize good service, especially waste in Jakarta, the DKI Jakarta government in the Regional Regulation article 12 paragraph (2) Person in charge and/or manager of residential areas, commercial areas, industrial areas, special areas, public facilities, social facilities, other facilities and temporary crowd activities, must carry out waste management. Instruction of the Governor of the Province of the Special Capital Region of Jakarta Number 8 of 2016 concerning Implementation of Regional Waste Management Independently. Decree of the Head of the Cleaning Service for the Province of the Special Capital City Region of Jakarta Number 117 of 2016 concerning Implementation of Waste Management in Independent Areas.

Based on the observations above, the researchers concluded that the low quality of waste services in the regional government of DKI, and several contributing factors was that the influence of leadership style had not been maximized in providing encouragement that could influence official employees and the community to implement various policies directly related to waste problems. Meanwhile, the

organizational culture factor is mainly that employees and the public do not understand regional regulations and do not comply with various regional regulations as well as organizational cultural norms and values that lead to employee behavior to create a clean environment free of waste.

Basically service is the result of work achieved in carrying out the tasks and work assigned to someone. Service in achieving its goals is highly dependent on performance. In the sense of providing good and quality service to customers, access will be achieved in achieving goals. Currently, the performance of Garbage Services at the DKI Jakarta Province Environmental Service is a major concern and can be used as one of the agency's strategies to satisfy customers.

2. Identification

Based on the background of the problems mentioned above, the researcher identified several problems that affect the waste service on the dependent variable, namely:

- 1) The lack of a leadership role in implementing the mastery and use of information and communication technology to support the administration of waste services.
- 2) Lack of services provided to the community, especially in the field of solid waste.
- 3) The role of the DKI Jakarta Environmental Service as a protector of all components of society is not functioning properly.

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- 4) The organizational culture that exists and is not in accordance with the capabilities and skills possessed.

Restricting the Problem

Based on the background and identification of the problem, then to focus attention in conducting research, it is necessary to limit the problem. This is done so that this research is more focused and directed, so the researchers limit the problem only to the influence of leadership style and organizational culture on the quality of waste services in Jakarta.

Formulation of the problem

Based on the limitations of the problem above, the formulation of the problem in this study is:

- 1) How much influence does the leadership style have on waste services in DKI Jakarta?
- 2) How big is the influence of organizational culture on waste services in DKI Jakarta?
- 3) To what extent have the leadership style and organizational culture together influenced waste services in DKI Jakarta?

Purpose and Purpose

The purpose of research on the influence of leadership style and organizational culture on the quality of waste services in Jakarta is to scientifically analyze the factors that influence this research. While the objectives of this study are:

- 1) Analyze how much influence leadership style has on waste services in DKI Jakarta.
- 2) Analyze how much influence organizational culture has on waste services in DKI Jakarta.

Research Usability

The benefits that are expected from researchers on the influence of leadership style and organizational culture on the quality of waste services in Jakarta are:

- 1) Academically, this research is expected to be able to contribute to the development of science, especially in the field of governance by comparing theory with existing practice, especially the influence of leadership style and organizational culture on the quality of waste services in Jakarta.
- 2) Practically, it is expected to be useful as input material for the regional government of DKI Jakarta for monitoring and controlling waste services, in overcoming the inhibiting factors of leadership style and organizational culture on the quality of waste services in Jakarta.

3. Research Methodology

Research Design

This Leadership Style and Organizational Culture Research on the Quality of Garbage Services in DKI Jakarta use a type

of explanatory quantitative research, in which:

- 1) Quantitative theory in the sense that in this study statistical test were carried out specifically to measure how much influence the variables studied were.
- 2) Descriptive analysis means that this research does not only want to clearly describe the description of leadership style and organizational culture with the selling of waste services in DKI Jakarta.

Research Model

The research model in looking at leadership style and organizational culture on the quality of DKI Jakarta's waste services uses simple and multiple linear regression analysis with the model depicted in Figure 2.1.

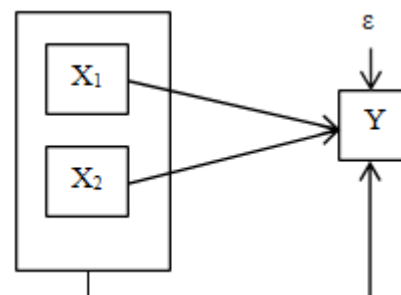


Figure 2.1: Research Analysis Model

Information:

X1 = Leadership Style

X2 = Organizational Culture Y = Service Quality

ϵ = Factors outside X1, X2 that influence Y but are not examined.

Leadership Style

Conceptual definition

According to *Budi Supriyatno (2020: 43)* leadership is an attempt to influence other people, both individuals and groups in order to achieve predetermined goals. Meanwhile, according to *George P Terry (1960: 27)*, leadership is an activity in influencing others to work hard with full will for group goals. *Furthermore, R. Tannenbaum, Irving R, F. Masarik (2012: 35)* states that leadership is a personal influence that occurs in a situation and is directed through the communication process towards achieving a goal.

Operational Definition

Leadership style is the score obtained by respondents in answering a 10 - item questionnaire in a measurable manner and the measurement parameters use a Likert scale with a score of 1 to 5 (positive statement) and 5 to 1 (negative statement). The indicator variables for this are: giving arguments, working on facilities and infrastructure, communicating, providing encouragement, simplification, motivation, facilitation, innovation, and inspiration. See Table 2.1 of the following Leadership Style Research Variables Lattice:

Table 2.1: Lattice of Leadership Style Research Variables

Variable	Dimension	Indicator	Items Questionnaire
Leadership Style (X1)	Responsibility	<ul style="list-style-type: none"> • Providing Arguments • Manage Facilities and Infrastructure • Communicating • Providing Enthusiasm • Give attention 	1 2 3 4 5
	Principles and Characteristics	<ul style="list-style-type: none"> • Simplification • Motivation • Facilitation • Innovation • Giving inspiration 	6 7 8 9 10

Sources: Taliziduhu, Ndraha (1997: 7), Schein (2002) and Surya (1995: 43)

Organizational Culture

Conceptual Definition

Organizational culture is a system of shared meaning held by members that distinguishes an organization from other organizations. This shared meaning system is a set of key characteristics that the organization values. According to **Budi Supriatno in his book Organizational Culture (2020: 21)** Organizational culture is a system of shared beliefs and values that are jointly developed within the organization and embraced by members that guide the behavior of the members of the organization itself.

According to Wood, Wallace, Zeffane, Schermerhorn, Hunt, Osborn (1998: 29), organizational culture is a system of beliefs and values developed by the organization where it guides the behavior of the members of the organization

itself. According to Tosi, Henry L. John R, Rizzo (1990: 30), organizational culture is ways of thinking, feeling and reacting based on certain patterns that exist within the organization or that exist in parts of the organization.

Operational definition

Organizational culture is a score obtained by respondents to a 10 - item questionnaire in a structured manner and the measurement parameters use a Likert scale with 1 to 5 (positive statements) and 5 to 1 (negative statements). The indicators for this variable are: political commitment, reform machine, reform agenda, recruitment, performance, filling positions, promotion, full authority, accountability, existing bureaucratic structure and changes in the supervisory system, see Table 2.2 Organizational Culture Research Variables Grid following:

Table 2.2: Organizational Culture Research Variables Lattice

Variable	Dimension	Indikacor	Items Questionnaire
Organizational Culture (X2)	Basic Issues	• Political	1
		• Commitment	2
		• Reform Machine/Reform Agenda	3
	System Repair	• Recruitment	4
• Performance		5	
Institutional Capabilities	• Filling positions/promotions	8	
	Focus on Bureaucratic Reform	• Full authority	7
• Accountable		8	
		• Existing Bureaucratic Structure	9
		• Changes in the Monitoring System	10

Sources: Taliziduhu, Ndraha (1997: 7), Schein (2002) and Surya (1995: 43)

Population and Sample

The research population at the DKI Jakarta Provincial Environmental Service Office, the number of employees consists of 597 male employees and 163 female employees, a total of 760 employees plus the community of service users.

Sample

According to Sugiyono (2009: 91) the sample is part of the number and characteristics possessed by the population. Determination of magnitude using the Slovin formula. The sample size can be calculated as follows:

n = amount
 N = Number of Population
 E = Erro (%) that can be tolerated for inaccuracies in sample

use. In this study an error of 10% was used so that the sample size can be calculated as follows:

Table 2.3: Total Population in DKI Jakarta Provincial Environmental Service

No	Population Origin	Amount	Sample
1	Secretary	131	11
2	Field of Environmental Management and Hygiene	134	13
3	Cleanliness Management Sector	132	15
4	Environmental Impact Management Sector	112	16
5	Field of Community Role	113	17
6	Facility Infrastructure Sector	138	119
7	User Society	1.360	125
	Total	2.120	212

4. Research Results and Discussion

Description of Research Results

In this study, the researcher wanted to assess whether there was an influence of leadership style and organizational culture on the quality of waste services in Jakarta. The following is the result of data management that has been obtained through interviews and filling out questionnaires for 212 respondents.

The results of the recapitulation and accumulation of the total score for each variable are then calculated using computer aids. The program used to analyze the data in order to test the research hypothesis is the statistical serial program (Statistical Package for Social Science / SPSS) verwsj 24 for Windows.

Data Description

Descriptive analysis is a research method to create an overview of the existing situation, so this method must be used to accumulate data. Through the description of the respondent's response data it is known how the respondent's response to each indicator variable that is being studied. In order to make it easier to interpret the variables being studied, a categorization of the respondent's score was carried out.

Based on the maximum score range S_n the minimum score is divided by the number of desired categories with the following formula:

Information:

Maximum score = Highest answer score 5
Minimum Score = Lowest answer score 1

Scores of respondents' answers that can be obtained are classified based on a maximum score of 5 and a minimum score of 1 with a score range of $5 - 1/5 = 0.8$. The description of the results of the answers refers to the indicators of each research variable with criteria 1 to 5 whose answers are adjusted according to the indicators. The following is an overview of the description analysis scores:

Table 2.4: Criteria for Assessing Indicators on Research Variables

No.	Score	Criteria
1	1.00 – 1.79	Not Good/Very Low
2	1.80 – 2.59	Low
3	2.60 – 3.39	Fairly Good/Medium
4	4.40 – 4.19	Good/High
5	4.20 – 5.00	Very good/Very high

Discussion of Research Results

The influence of Leadership Style on Service Quality

Based on the results of the study, it can be concluded that the effect of leadership style on the quality of service for the regional government of DKI Jakarta is 78%. Where leadership style has a significant and positive influence in improving the quality of waste services in DKI Jakarta. The average score of respondents' perceptions of the Leadership Style variable (X1) is as shown in the table below:

Table 3.1: Respondents' Perception Score of Leadership Style Variable (X1)

Variable	Dimension	Indicator	Score
1	2	3	4
Variable X1 Leadership Style (4.22)	1. Dimensions of Responsibility	1. Providing Arguments	4.16
		1. Working on Infrastructure	4.21
		2. Communicating	4.25
		4. Give encouragement	4.06
		5. Give Attention	4.30
	2. Dimensi Prinsip dan Karakteristik	1. Simplification	4.23
		1. Motivation	4.16
		2. Fasilitasi	4.20
		3. Inovasi	4.32
		4. Cive Inspiraton	4.28

Data Source: Data Processing With MS. Excel

Based on the respondents' responses, the average score of the leadership variable (X1) is

4.22. The average is in the range of 4.20 to 5.00 so it can be concluded that the respondents regarding leadership style (X1) are included in the good category.

Based on the score table of the respondents' assessment of each dimension in the Leadership Style variable (X1) it can be described as follows:

- 1) *The Dimension of Responsibility.* The average respondent's assessment of the dimensions of responsibility obtained an average score of 4.19 which is in the range of 3.40 to 4.19. This indicates that the respondent's response regarding the dimension of responsibility is quite good.
- 2) *Principle Dimensions and Characteristics.* The average respondent's assessment of the dimensions of principles and characteristics obtained an average of 4.24 which is in the range of 4.20 to 5.00. This indicates that the respondents' responses regarding the dimensions of principles and characteristics are quite good.

Organizational Culture (X2)

The average score of respondents to the organizational culture variable is shown in table 3.2 below:

Table.3.2: Respondents' Perception Score of Organizational Culture Variables (X2)

Variable	Dimension	Indicator	Score
1	2	3	4
Variable (X2) Culture Organization (4.18)	1. Basic Problem Dimensions (4.14)	1. Political Commitment	4.16
		2. Reform Machine	4.21
		3. Reform Agent	4.25
	2. System Repair Dimensions (4.19)	1. Recruitment	4.06
		2. Performance	4.30
		3. Position Filling	4.23
	3. Ability Dimension Institution (3.24)	1. Full authority	4, 16
		2. Accountable	4.20
	4. Dimensions of Reform Focus Bureaucracy (4.16)	1. The existing bureaucratic structure	4.32
		1. Oversight System Changes	4.28

Source: Processed Data with MS Excel

Based on the respondents' responses, the average score of the Organizational Culture variable (X2) is 4.18. The average score is in the range of 3.40 to 4.19, so it can be concluded that respondents' responses regarding organizational culture (X2) are in the good category.

Based on the respondent's score table for each dimension on the Organizational Culture variable (X2) it can be described as follows:

- 1) Archetype Dimensions. The average respondent's assessment of the Basic Question dimension obtained an average score of 4.14 which is in the range of 3.40 to 4.19. This indicates that the response of respondents regarding the dimensions of the basic problem is quite good.
- 2) System Repair Dimensions. The average respondent's

assessment of the dimensions obtained an average of 4.19 which is in the range 3.40 to 4.19. This indicates that the respondents' responses regarding system improvements are quite good.

- 3) Institutional Capacity Dimensions. The average respondent's assessment of Institutional Capability obtained a score of 3.24 which is in the range of 2.60 to 3.39. This indicates that the respondent's response regarding the Institutional Capability dimension is quite good.
- 4) Dimensions of focus on bureaucratic reform. The average respondent's assessment of the Bureaucratic Reform Dimension obtained an average score of 4.16 which is in the range of 3.40 to 4.19. This identified that the respondent's responses regarding the dimensions of the Focus on Bureaucratic Reform were good.

Service Quality Variable (Y)

Service Quality (Y)

Table 3.3: Average Respondent Perception Score of Service Quality Variable (Y)

Variable	Dimension	Indicator	Score
1	2	3	4
Variable (Y) Service Quality (4.20)	1. Strategy Dimension (4.24)	1. Authority	4.16
		2. Execution	4.21
		3. Professionalism	4.25
		4. Resource Benefits	4.06
	2. Program Dimensions (4.19)	1. Service Planning	4.30
		2. Service Materials	4.23
		3. Program Placement	4, 16
		4. Decision Making	4.20
	3. Goal Dimensions (4.16)	1. Fixed Material	4.32
		2. Knowledge	4.28

Source: Processed Data with MS Excel

Based on the respondents' responses, the average score of the Service Quality variable (Y) is 4.20. The average score is in the range of 4.20 to 5.00, so it can be concluded that respondents' responses regarding Service Quality (Y) are included in the very good category.

Based on the score table, the respondent's assessment of each dimension in the Service Quality variable (Y) can be described as follows:

- 1) *Strategy Dimension*. The average respondent's assessment of the Strategy Dimension obtained an

average of 4.24 which is in the range of 4.20 to 5.00. This indicates that the respondents' responses to the Strategy Dimension are quite good.

- 2) *Program Dimensions*. The average respondent's assessment of the Strategy Dimension obtained an average of 4.19 which is in the range 4.20 to 4.19. This indicates that the respondents' responses to the Program Dimensions are quite good.
- 3) *Goal Dimensions*. The average respondent's assessment of the Objective Dimension obtained an average of 4.16 which is in the range of 3.40 to 4.19. This indicates that the respondents' responses to the Diemancipation of

Purpose are quite good.

Reliability Test

Reliability tests were carried out to determine whether those used more than once would produce consistent data. In this study, the reliability test was carried out using the Alpha Cronbach technique. The instrument is declared reliable if the Cronbach's Alpha value is ≥ 0.6

Table 3.4: Reliability Test Results

No	Variable	Alpha Cronbach	Information
1	Leadership Style (X1)	0.669	Reliable
2	Organizational Culture (X2)	0.766	

Data Source: SPSS 24 for Windows

Based on the results of the instrument reliability test, it shows that the instrument used is reliable, which means it can be trusted enough to be used as a collecting tool.

Multicollinearity Test

The multicollinearity test aims to evaluate whether or not there is a strong correlation between the independent variables. Where there is a strong correlation between the independent variables indicates that the use of independent variables in the regression model is not efficient. By using the help of the SPSS program application, the results of estimating the VIF value of each independent variable for the multicollinearity test are as follows:

Table 4.5: VIF Multicollinearity Test Values

Model	Statistical Collinearity	
	Tolerance	VIF
Constan		
X1 (Leadership Style)	.184	5.426
X2 (Organizational Culture)	.174	5.733

Data Source: SPSS 24 for Windows

The VIF estimation results presented in the table above show that the VIF value of each independent variable is below the critical value of 10, namely Leadership Style X1 = 5, 426 and Organizational Culture X2 = 5, 733. Based on these results, it can be concluded that there is no multicollinearity for the independent variables in the regression model.

Hypothesis test

First Test

H0: $\beta_2=0$: there is no significant effect between Leadership Style on Service Quality. Ha: $\beta_2\neq 0$: there is a significant influence between Leadership Style on Service Quality. Reject H0 and accept H1 if $-t_{hitung} \geq t_{tabel}$; or Accept H0 and reject H1 if $-t_{hitung} \leq -t_{tabel}$

t test

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Window, the tcount obtained is 28, 118 and the ttable with df 211 at α (0.05) is 1, 971 and -1, 971. Thus tcount 28, 118 \geq ttable 1, 971 H0 is rejected and Ha is accepted. This shows that Leadership Style has a significant influence on Service Quality.

Table 3.6: Results of Testing the Effect of X1 on Y

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	
	B	Std Error	Beta			
1	Constant	.815	.121		6.743	.000
	X1 (Leadership Style)	.804	.029	.887	28.118	.000

a. Dependent Variable: Y (Quality of Service)

Data Source: SPSS 24 for Windows

Determination Analysis

Table 2.7: Coefficient of Determination of Leadership Style Variable

Model Summary				
Model	R	R Square	Adjusted R	Std. Error of Estimate
1	.887a	.787	.786	.14532

Predictor: (Constant), X1 (Gaya Kepemimpinan)

Data Source: SPSS 24 for Windows

Based on the analysis, the coefficient of determination is 0.787. This shows the diversity of Service Quality due to Leadership Style, while the remaining 21.3% is caused by other variables.

Second Test

H0: $\beta_2=0$: there is no significant effect between Organizational Culture on Service Quality. Ha: $\beta_2\neq 0$: there is a significant influence between Organizational Culture on Service Quality. Reject H0 and accept H1 if $-t_{hitung} \geq t_{tabel}$; or

Accept H0 and reject H1 if $-t_{hitung} \leq -t_{tabel}$

t test

Based on the calculation results of SPSS (Statistical Product and Service Solution) 24 for Window, the tcount value obtained is 25, 748 and the ttable with df 211 at α (0.05) is 1, 971 and -1, 971. Thus tcount 25, 748 \geq ttable 1, 971 H0 is rejected and Ha is accepted. This shows that Organizational Culture has a significant influence on Service Quality.

Table 3.7: Test Results for the Effect of X2 on Y

Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	
	B	Std Error	Beta			
1	Constant	.440	.147		3.003	.000
	X1 Organizational Culture	.892	.035	.869	25.748	.000

Dependent Variable: Y (Quality of Service)

Data Source: SPSS 24 for Windows

Determination Analysis

Table 3.8: Coefficient of Determination of Organizational Culture Variables

Model Summary				
Model	R	R Square	Adjusted R	Std. Error of Estimate
1	.869a	.756	.755	.15554
Predictors: (Constant), X2 (Organizational Culture)				

Data Source: SPSS 24 for Windows

Based on the analysis, the coefficient of determination is 0.756. This shows the diversity of Service Quality due to Organizational Culture, while the remaining 24.4% is caused

Multiple Linear Regression Equations

Table 3.9: Coefficient Results of Variables X1 and X2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	Constant	-.196	.058		-3.384	.000
1	X1 (Leadership Style)	.113	.027	.125	4.244	.000
	X2 (Organizational Culture)	.304	.031	.296	9.767	.000
a. Dependent Variable: Y (Quality of Service)						
b. Predictor: Constant, X1 (Leadership Style, and X2 (Organizational Culture)						

Sumber: SPSS 24 for Windows

Based on the analysis in testing this hypothesis, the multiple linear regression equation is obtained as follows:

$$\hat{Y} = a + b_1X_1 + b_2 X_2 \quad \hat{Y} = -196 + 0.113X_1 + 0.304X_2$$

The definition of a double linear equation is as follows:

- 1) Every 1 increase in the value of the Leadership Style variable can increase the service quality value by 0.113 with the assumption that other variables are constant.
- 2) Every 1 increase in the value of the Organizational Culture variable can increase the value of service quality by 0.304 with the assumption that other variables are constant.

Research Discussion

- 1) The Influence of Leadership Style. Based on the results of the study, it can be concluded that the influence of Leadership Style on the Quality of Garbage Services by the DKI Jakarta Environmental Service is 78.7%, where the leadership style has a significant and positive influence in improving the quality of garbage services.
- 2) The Influence of Organizational Culture. Based on the research results, it can be concluded that the influence of Organizational Culture on the Quality of Garbage Services by the DKI Jakarta Environmental Service is 75.6%, where Organizational Culture has a significant and positive influence in improving the quality of waste services.

Research Findings and Implications

- 1) Obstacles to Implementation of Solid Waste Policy. The policy in handling waste from the leaders experienced obstacles in its implementation, so that waste piled up in the Temporary Disposal Site.

by other variables.

Simple Linear Regression Equations

Based on the analysis, the value of the simple linear regression equation is obtained as follows:

$\hat{Y} = a + b_2X_2$. $\hat{Y} = 0.440 + 0.892X_2$. This regression equation shows that every 1 increase in the value of the Organizational Culture variable can increase the Service Quality value by 1,332 with estimates of the other variables being constant.

- 2) Top Leadership Commitment. Commitment from Top Leaders is a determining factor in the success of maximum service to the community.
- 3) Capacity building of human resources. Increasing the capacity of human resources by providing training that can improve skills in service.
- 4) Firmness and protection. Firmness and protection of executors is a key to the success of a service.

5. Conclusions and Recommendations

5.1 Conclusion

After the researchers held a discussion regarding the influence of leadership style and organizational culture on the quality of waste services in the Regional Government of DKI Jakarta, the researchers could draw conclusions based on the above description as follows:

- 1) There is an influence of leadership style on the quality of waste services at the DKI Jakarta Province Environmental Service of 83.8%. This indicates that the respondent's response to the leadership style is quite good.
- 2) There is an influence of organizational culture on the quality of waste services in Jakarta at 75.6%. This indicates that the respondents' responses to organizational culture are relatively good.
- 3) There is an influence of leadership style and shared organizational culture on the quality of waste services in Jakarta by 96.6%. This indicates that the responses of respondents regarding the leadership style and shared organizational culture are quite good.

5.2 Suggestion

Referring to the conclusions above, the researcher can

provide the following suggestions:

- 1) The need for encouragement from the top leadership is a determining factor in the success of maximum service to the community. Attention can be given by participating in overseeing the ongoing service.
- 2) Garbage services should be thoroughly integrated and organized in Jakarta so as to facilitate the work of officers properly.
- 3) The need to improve leadership style and overall shared organizational culture in facilitating good service work.

concerning Implementation of Regional Waste Management Independently.

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