

The Effect of New Pattern of Diklatpim IV Policy Implementation and Leadership Competence with *Mo'odelo* Approach on Public Services Quality in Gorontalo Provincial Government

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Abstract

The this study purpose is to analyze and determine the effect of New Pattern of Diklatpim (leadership education and training) IV Policy Implementation and leadership competency with *Mo'odelo* approach on Public Services Quality. This research uses quantitative research with exploratory survey method. Populations are 520 apparatus from all Echelon IV Officials in Gorontalo Provincial Government and ASN at Gorontalo Province Education and Training Agency. The samples are 84 respondents. Data is collected by questionnaires and interviews. The analysis used is PLS (Partial Least Square) with SmartPLS 3.1 software. The study results indicate that: (1) New Pattern of Diklatpim IV Policy Implementation directly does not affect on Public Services Quality; (2) New Pattern of Diklatpim IV Policy Implementation directly affects on Leadership Competence with *Mo'odelo* Approach; (3) Leadership Competence with *Mo'odelo* Approach directly affects on Public Services Quality; (4) New Pattern of Diklatpim IV Policy Implementation indirectly affect on Public Services Quality mediated by Leadership Competence with *Mo'odelo* Approach.

Keywords: Training Policy, Leadership Competency, and Public Services Quality.

A. Introduction

Every public organization, especially those directly related on Public services, always need to improve the performance and services quality. Community demands higher quality public services and are carried out professionally. Therefore, government organizations need government officials, especially echelon IV officials, with ability to lead and affect and mobilize subordinates to provide high quality public services to community. It need to implement the New pattern of Diklatpim (leadership education and training) to train participants and apply leadership skills in order to improve their performance and service quality.

In addition to New Pattern of Diklatpim IV Policy Implementation, efforts to improve the Public Services Quality in government organizations at central and regional levels are affected by officials competency at lower level manager to lead the services. Many competencies are needed in framework to manage the service activities in work unit they lead. One competence needed in implementation of public service activities is leadership competencies based on local wisdom (Setiawan et al., 2015: 31) to accommodate cultural values / local wisdom. Gorontalo area has a characteristic of leadership local wisdom called *Mo'odelo* leadership (Botutihe, 2006: 127), it is internalized as a leadership competence of echelon IV structural officials as an effort to improve the Public Services Quality in Gorontalo Province. The effort to improve the Public Services Quality in Province of Gorontalo, needs two important aspects, namely New Pattern of Diklatpim IV Policy Implementation and Leadership Competence with *Mo'odelo* Approach.

Based on above description, the research problems are formulated below.

1. Is the New Patterns of Diklatpim IV Policy Implementation affects on Public Services Quality in Gorontalo Provincial Government.
2. Is the New Pattern of Diklatpim IV Policy Implementation affect on Leadership Competence with *Mo'odelo* Approach in Gorontalo Provincial Government.
3. Is the Leadership Competence with *Mo'odelo* Approach affect on Public Services Quality in Gorontalo Provincial Government.
4. Is the New Pattern of Diklatpim IV Policy Implementation affect on Public Service Quality mediated by Leadership Competence with *Mo'odelo* Approach in Gorontalo Provincial Government.

B. Theoretical Foundation

Japan began to develop quality concept in service industry through the construction of a modern quality system in 1950s. The quality study in industrial sector gave birth to Total Quality Management and become a standard for companies to compete in industrialization and globalization era (Abdussamad, 2016: 11). Parasuraman, Zeithaml and Berry (1988: 14) proposed the concept of service quality measurement called the Servqual model. This model was created from identification of gap between consumer perception and consumer expectations to identify ten main factors in determining the quality of a service, namely: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding, and tangible. However, subsequent studies show the ten dimensions overlap each other and summarized into five dimensions, namely: tangibles, reliability,

responsiveness, assurance, and empathy (Scheider and White, 2004). These become the main dimensions in Public Services Quality for this study.

An important element to improve Public Services Quality is the policy implementation and leadership competencies in public service units. The policy implementation factor is important for policy implementer to determine the success of policy implementation, besides that, responsibility of policy makers / actors in successful implementation of each policy made. Kadji (2015: 88) argued that any policy product that ready to be implemented will intersect with three dimensions of the stakeholders, namely: Government, Private Sector, and civil society. To synergize the three elements, Kadji (2015: 90-92) offers three models approaches, namely: mentality, systems, and net-working.

Leadership competence emphasize on aspect of the ability as a leader based on mastery of knowledge, skills and traits of leaders to support the implementation of work to affect employee performance improvement (Zenger and Folkman, 2002: 83). Leaders in globalization era have a formidable challenge. Their performance is must be able to improve the quality, efficiency and effectiveness of organization's business processes, as well as being able to respond to community demands for service quality.

The improvement of Public Services Quality as the main problem in this study was discussed in two aspects. First is Diklatpim IV Policy Implementation, in this case the New Pattern of Diklatpim IV Policy Implementation as mandated in Regulation of Head of State Administration Number 13 year 2013 and Number 20 year 2015 on Guidelines for Diklatpim IV Policy Implementation. As a form of public policy, implementation of this LAN Head Regulation will useless if cannot be implemented properly. Therefore, the effectiveness of New Pattern Education and Training implementation is absolutely necessary so that LAN Head Regulation can be implemented optimally and can achieve the policy objectives themselves. Therefore, the theory of this variable was adopted from YK model of policy implementation (Kadji, 2015: 66) or also called the MSN-Approach model, proposing three approaches: (1) Mentality Approach; (2) System Approach; and (3) Networking Approach.

Second is Leadership Competence with *Mo'odelo* Approach, in this case the Leadership Competencies of Echelon IV Officials in Gorontalo Provincial Government are a needed competence from leaders in this globalization era who synergize with local wisdom values. Leadership competency especially for low manager level (Echelon IV Structural Officers) as the official spearhead of public services is realized by his ability to lead the change in his work unit towards better service. Based on search for leadership competencies based on local wisdom approaches in Gorontalo Region, a model of leadership competency approach "*Mo'odelo*" was found as an ideal precondition for leadership according to local values in Gorontalo area (Botutihe and Daulima, 2005: 45). The characteristics of this leadership competency approach are *Ta'uwa* (a title given to a leader who meets the *Mo'odelo* requirements) should have 8 (eight) prerequisites, namely: (1) having *dudelo* (good character; (2) *mo'ulindhapo* (smart and brilliant); (3) building *dulohupa* (agreement); (4) maintain *huyula* (mutual cooperation); (5) have *balata-yipilo* (rigidity); (6) *ponuwa* (mengayomi); (7) *tinepo wawu tombula'o* (appreciate); and (8) and *ikilale* (integrity) (Botutihe, 2006: 129). Therefore, researchers internalize the values of leadership characteristics of *Mo'odelo* local wisdom into operational competence of echelon IV level officials so the five characteristics of leadership competency are obtained with model approach as follows: (1) Building Character, (2) Planning Ability, (3) Collaborators, (4) Innovators, and (5) Exploring Potential.

C. Research Methods

This research was carried out in 32 Local Apparatus Organizations (OPD) of Gorontalo Provincial Government for 6 (six) months, starting from November 2017 to April 2018. This study used quantitative design with survey explanatory methods, namely causality research method to explain causes and effects (Kadji, 2016: 72), data analysis used is Partial Least Square (PLS) with SmartPLS 3.0 software. The population is the total ASN of Gorontalo Province Training and Education Agency with amount of 54 people and Echelon IV Structural Officials in 32 OPD with amount of 466 people, the entire population 520 people. The 84 samples are selected by proportional stratified random sampling.

D. Discussion

1. Validity and Reliability Test Results

The validity test results for first variable, namely the New Pattern of Diklatpim IV Policy Implementation (ξ) shows that from 17 indicators there is one indicator (X 3.4) with loading factor values are below 0.5. Therefore, indicator is excluded from analysis because it does not meet the convergent validity value. The first order construct test results of this reflexive indicator can be seen in figure 1 below.

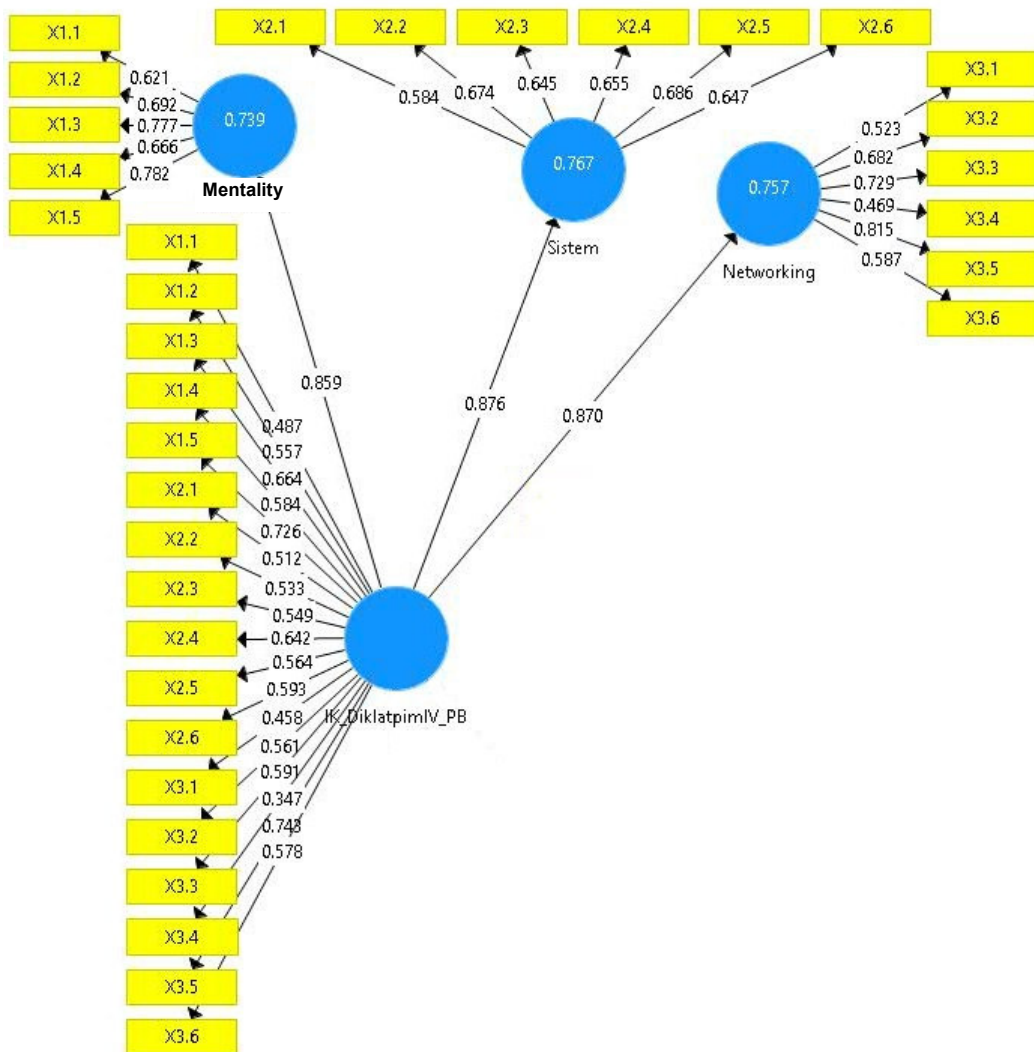


Figure 1. Loading Factor the Indicator New Pattern of Diklatpim IV Policy Implementation Variable.

The validity test results for second variable of Leadership Competencies with *Mo'odelo* Approach shows that from 25 indicators there are two indicators with loading factor values below 0.5, namely Y1.1.5 and Y1.2.4 indicators. Therefore, both indicators must be removed from model because they do not meet the convergent validity required for validity testing. The first order test constructs for reflexive indicators for this variable can be seen in figure 2 below.

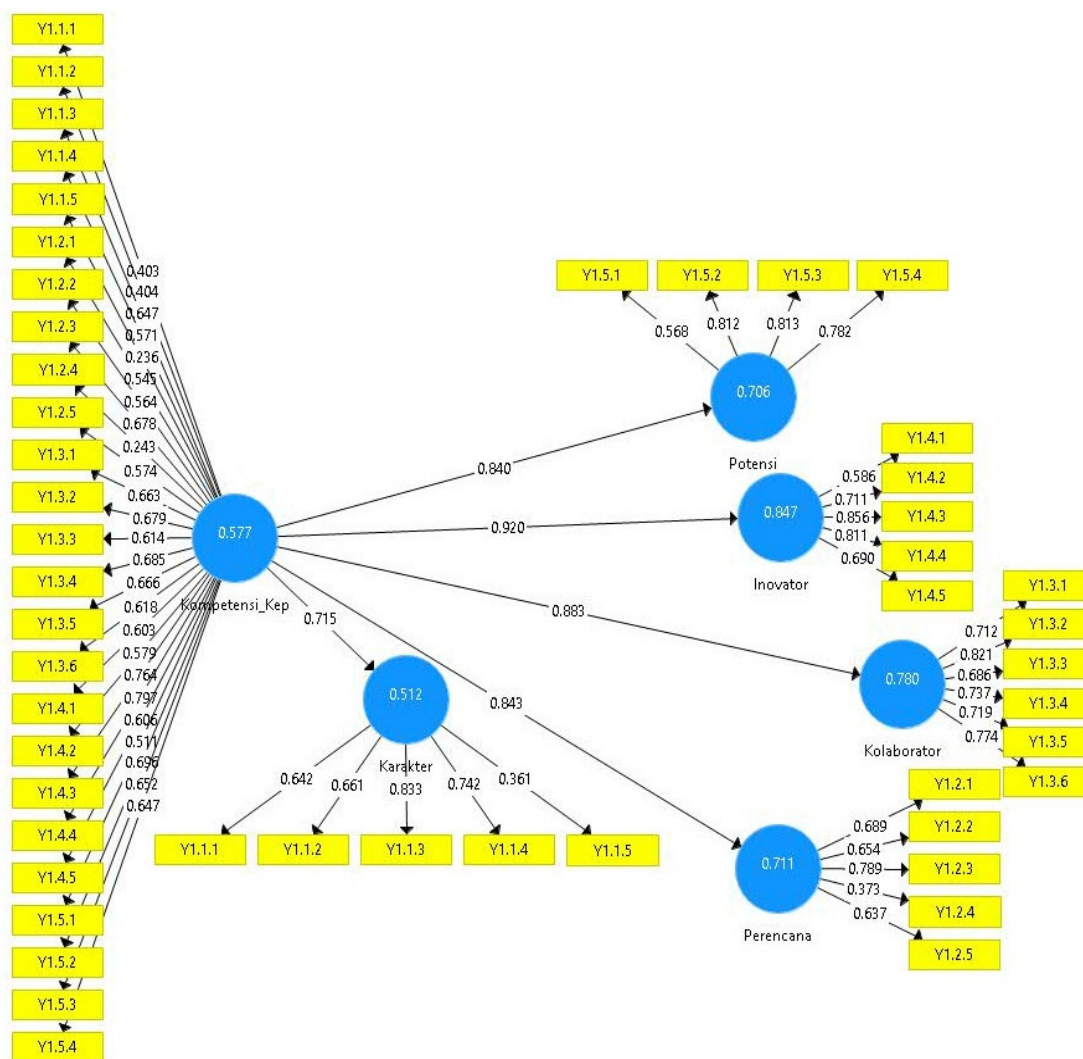


Figure 2. First Order for Reflexive Indicator of Leadership Competencies with *Mo'odelo* Approach Variable.

The validity test result results for third variable of Public Service Quality (η_2) indicate that from 17 indicators tested, all indicators of Public Service Quality variable are valid because the loading value above 0.5. The first order construct test results for reflexive indicators of this variable can be seen in figure 3 below.

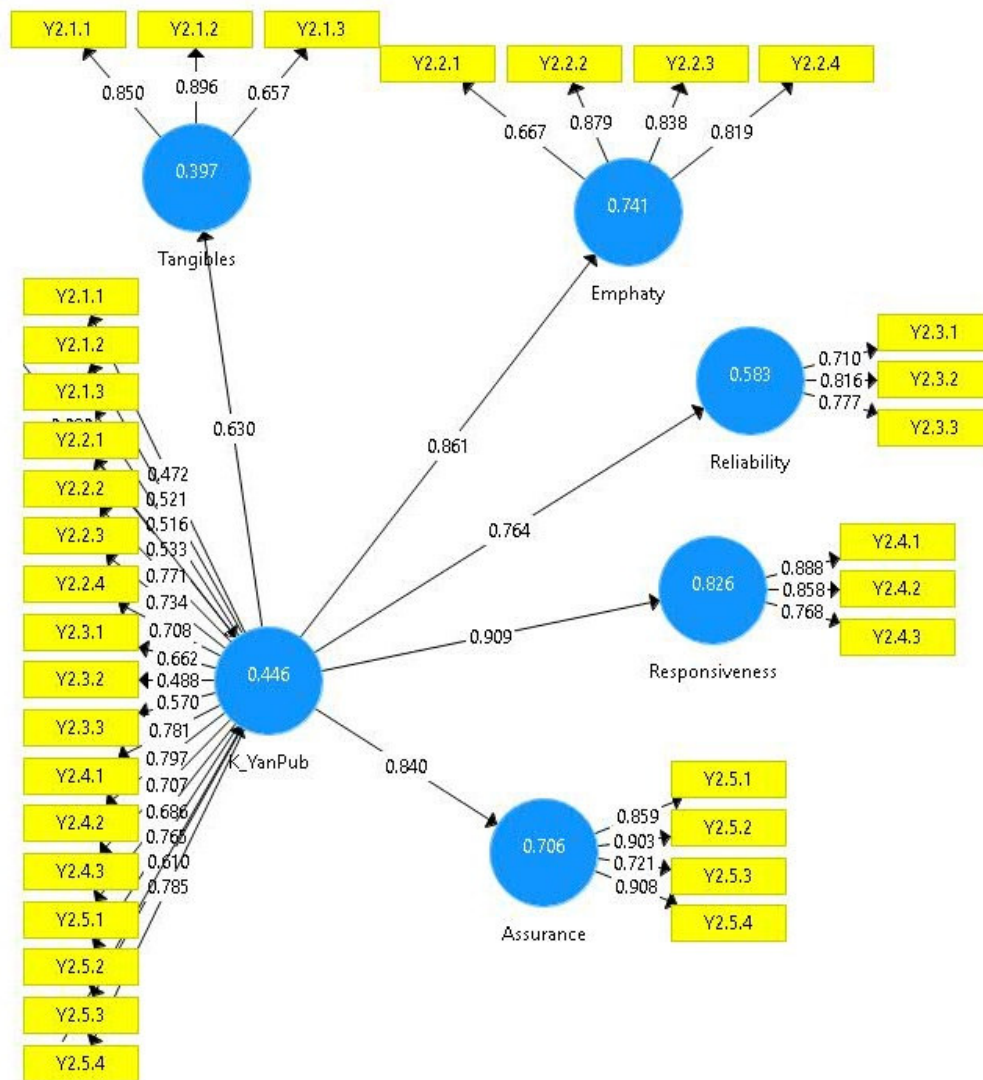


Figure 3. First Order Reflexive Indicators of Public Service Quality Variables.

The improvements are done by excluding the invalid indicators on convergent validity tests. The further validity and reliability testing of each variable are shown in table 1 below.

Table 1. Validity and Reliability Test for Each Variable.

Variables	Dimension	Discriminant Validity	Reliability	
		Cross Loading	Cronbach's Alpha	Composite Reliability
New Pattern of Diklatpim IV Policy Implementation	1. Mentality Approach	0,710	0,753	0,835
	2. System Approach	0,649	0,725	0,814
	3. Networking Approach	0,683	0,706	0,811
Leadership Competence with <i>Mo'odelo</i> Approach	1. Character Building	0,731	0,709	0,819
	2. Planner	0,702	0,652	0,794
	3. Collaborator	0,743	0,836	0,880
	4. Innovator	0,737	0,784	0,854
	5. Potential Development	0,751	0,733	0,835
Public Service Quality	1. Tangibles	0,808	0,721	0,847
	2. Empathy	0,805	0,816	0,879
	3. Reliability	0,769	0,656	0,812
	4. Responsiveness	0,840	0,789	0,877
	5. Assurance	0,851	0,870	0,913

Source: Data processed, Year 2018.

Table 1 shows that the dimensions each variable, both the New Pattern of Diklatpim Policy Implementation, Leadership Competency variable with *Mo'odelo* Approach and Public Service Quality variables are valid. The values of Cross Loading, Cronbach's Alpha, and Composite Reliability for the variables are above 0.6. It can be said that construct model dimensions of three variables have met the requirements for the validity and reliability.

2. Hypothesis Testing

The test results of path analysis for each path are shown in table 2 below.

Table 2. Path Analysis Results for Research Variables.

No.	The Path (→)	Coefficient Value	T Statistic	P-Value	Description
1.	New Pattern of Diklatpim IV Policy Implementation → Public Services Quality. [(ξ) → (Π ₂)]	0,079	0,611	0,541	Insignificant
2.	New Pattern of Diklatpim IV Policy Implementation → Leadership Competence with <i>Mo'odelo</i> Approach [(ξ) → (Π ₁)]	0,758	13,691	0,000	Significant
3.	Leadership Competence with <i>Mo'odelo</i> Approach → Public Services Quality [(Π ₁) → (Π ₂)]	0,604	5,062	0,000	Significant
4.	New Pattern of Diklatpim IV Policy Implementation → Leadership Competence with <i>Mo'odelo</i> Approach → Public Services Quality [(ξ) → (Π ₁) → (Π ₂)].	0,681	9,377	0,000	Significant

Source: Data processed, Year 2018.

Table 2 shows that first hypothesis test for the effect of New Pattern of Diklatpim Policy Implementation on Public Service Quality is not significant at 5%. The T-Statistic value is below the t table value is 1.96. Similarly, P-Value value of 0.541 is above the significance value of P-Value <0.05 and effect coefficient value is only 7.9%. Because of P-Value > 0.05 the that H0 is accepted, H1 is rejected, or in other words New Pattern of Diklatpim IV Policy Implementation does not have significant effect on Public Services Quality in Gorontalo Provincial Government.

The second hypothesis test results for the effect of New Pattern of Diklatpim IV Policy Implementation on Leadership Competence with *Mo'odelo* Approach is significant at 5%. The T-Statistic value of second order is 13,691 above the t table value of 1.96. Similarly, P-Value value of 0.000 significance value is lower than P-Value 0.05 and the coefficient of effect is 75.8%. Therefore, H1 is accepted, H0 is rejected, or in other words New Pattern of Diklatpim IV Policy Implementation has significant effect on Leadership Competence with *Mo'odelo* Approach in Gorontalo Provincial Government.

The third hypothesis results for the effect of Leadership Competence with *Mo'odelo* Approach on Public Service Quality is significant at 5%. The T-Statistic value of 5.062 is above the t table value of 1.96. Similarly, P-Value of 0,000 is lower than P-Value <0.05 and coefficient value of effect is 60.4%. It is concluded that H1 is accepted, H0 is rejected, or in other words, Leadership Competence with *Mo'odelo* Approach has significant effect on Public Services Quality in Gorontalo Provincial Government.

The fourth hypothesis test results for the effect of New Pattern of Diklatpim Policy Implementation on Public Service Quality are mediated by Leadership Competence with *Mo'odelo* Approach. It is formed by two variables relationship namely the New Pattern of Diklatpim IV Policy Implementation on Leadership Competency with *Mo'odelo* approach as the first path and Leadership Competence with *Mo'odelo* Approach on Public Services Quality as the second path. These two relationship paths are significant at 5%. The T-Statistic value is above the 1.96 t table value. Likewise, P-Value value is significant at P-Value <0.05. Therefore, the effect of New Pattern of Diklatpim IV Policy Implementations on Public Service Quality is mediated by Leadership Competence with *Mo'odelo* approach with a T-Statistic value of 9.377 significant at 5% because it is above the t table value of 1.96. Similarly, P- value of 0.000 is significant at P-Value <0.05 and coefficient of effect is 68.1%. The P Value <0.05, it can be concluded that H1 is accepted, H0 is rejected, or in other words New Pattern of Diklatpim IV Policy Implementation has significant effect on Public Services Quality mediated by Leadership Competency with *Mo'odelo* Approach in Gorontalo Provincial Government.

3. Discussion

a. The Effect of New Pattern of Diklatpim IV Implementation on Public Services Quality in Gorontalo Provincial Government.

The insignificance effect means that New Pattern of Diklatpim IV Policy Implementation has not significant contribution to improve the Public Services Quality and having very low contribution at 7.9% only. This result is inconsistent with Basir (2016) that Employee Education and Training has a significant effect on Public Services Quality with a coefficient of effect of 52%. Similarly, Muhadi (2017) shows that education and training have a significant effect at 52.7% on service quality. The inconsistency of results of this study with results of previous studies shows that implementation of MSN-Approach model has not been fully implemented properly; mentality, systems, and networking approaches which are proven by insignificant test results for Public Services Quality. This is also strengthened by interviews results that there is relevance between the insignificant tests results for the not full implementation of MSN-Approach model by Gorontalo Education and Training Agency, both the elements of education and training management, *widyaiswara* and implementing staff.

The low commitment and motivation of apparatus was consistent with results of descriptive analysis of respondents' answers to research questionnaire which had low value in question items, where the New Pattern of Diklatpim IV Policy Implementation were considered by respondents to be less committed to complete their tasks. This affects the attitude and behavior of implementers who tend to be passive in process of New Pattern of Diklatpim IV Policy Implementation. The effort of implementer is only to fulfil the provisions in regulations alone and not process oriented; consequently the impact on New Pattern of Diklatpim IV Policy Implementation is not optimal to improve the Public Services Quality.

This aspect is confirmed by Edward III (1980: 148) that the attitude of policy implementers are low for commitment, honesty, communicative, and democratic nature to make the implementation process becomes ineffective and inefficient. Likewise, Wahab (2016) explained that characteristics possessed by implementer, such as commitment, honesty and democratic nature are crucial for optimization and effectiveness of policy implementation.

Based on motivation, not optimal of New Pattern of Diklatpim IV Policy Implementation can be explained by Hasibuan (2003: 141) that motivation plays an important role to encourage and mobilizing the potential to work towards the specified goals, where if the urge to work is low the goals that have been set will not be achieved. Therefore motivation is needed to stimulate work passion of every apparatus, especially apparatus in Gorontalo Province Training and Education Agency for effectiveness of New Pattern of Diklatpim IV Policy Implementation.

Improving commitment and motivation of these apparatus are necessary because the New Pattern of Diklatpim IV Policy Implementation will not be effective without support from commitment and motivation of all parties in policy environment without exception. Weimer and Vining (1999: 396) said that there are three major groups that can affect the success of a program's implementation, namely: (1) policy logic; (2) The environment in which the policy is operated; and (3) Ability, motivation, and commitment of policy implementers. In addition, Conner (1992: 146) suggests that success of achieving goals is rooted in commitment, because in reality most failure to achieve goals can be traced back to lack of commitment.

b. The Effect of New Pattern of Diklatpim IV Policy Implementation on Leadership Competence with *Mo'odelo* Approach.

Hypothesis test results show the New Pattern of Diklatpim IV Policy Implementation has significant positive and effect on Leadership Competence with *Mo'odelo* Approach. These are consistent with Astra, Mandey and Londa (2016) that Structural Training has a significant and positive correlation to ASN Leadership Competence with a determination coefficient of 74%. Similarly, Koton (2016) research on Effect of Education and New Pattern Leadership Training on Managerial Competencies of Structural Officials showed a significant effect with a determination coefficient of 68.2%. Other consistent results were also stated by Punu, Rompas and Tampongangoy (2014) that that Education and Training had a positive and significant correlation to Apparatus Work Competency with a determination coefficient of 99.8%.

The significant effect of New Pattern of Diklatpim IV Policy Implementation on leadership competence with *Mo'odelo* approach is due to high level of relevance between New Pattern of Diklatpim IV Policy Implementation curriculum and the needs of participants and stakeholders. This is corroborated by interview to confirms that implementation of new pattern training curriculum in 2013 was refined in 2015 as a guide in New Pattern of Diklatpim IV Policy Implementation that relevant to the needs of training participants and other stakeholders. The core of competence leads to improvement of participants' adaptive leadership abilities and more applicable than the previous Diklatpim IV Policy Implementation. Syukur (2015: 1) said that in order to improve leadership competencies, curriculum of New Pattern of Diklatpim IV Policy Implementation adopts Heifetz, Grashow and Linsky (2009) thinking about adaptive leadership, where the curriculum emphasizes the ability to adapt to values change, having six Learning curriculum agenda, one of which is the change project agenda as a direct implementation of leadership practice of participants in field.

c. Effect of Leadership Competence with *Mo'odelo*' Approach on Public Services Quality.

The hypothesis test results show that Leadership Competence with *Mo'odelo* Approach has a significant effect on Public Service Quality. It is consistent with Setiawan et al. (2015) that there was a significant effect of Waiter Leadership on Performance of Public Service for Civil Servants in Bekasi City with determination coefficient of 43.6%. It is also consistent with Pranata (2015) that Apparatus Competence has a significant effect on Public Service Quality with a determination coefficient of 77.5%. Likewise, Setyawan and Bagus (2014) also show that Quality of Leadership has a significant effect on Public Service with a determination coefficient of 52.3%.

The consistency of this study results with previous studies corroborates the opinions Rondinelli (1998); Morgan and Piercy (1998) that in order to improve the quality of public servants, one main affecting factor is leadership. The same result was stated by Worsfold (1999: 278) that competence has strong causality relationship with customer service activities.

The significance effect of leadership competence with *Mo'odelo* approach on Public Services Quality is due to ability to innovate in service to improve the Public Services Quality. This is evidenced by the significant effect of leadership competence with a *Mo'odelo* approach on Public Services Quality and strengthened by interviews to confirm that leadership competence with *Mo'odelo* approach has a significant effect on Public Services Quality in relation with innovation ability of echelon IV officials as a manifestation of leadership competence with a *mo'odelo* approach. This shows the role of innovation to improve the Public Services Quality in Gorontalo Provincial Government, and also reinforces the opinion of Robbins (2002: 248) to presents that on from seven organizational cultural characteristics needed to improve the organizational performance and services is innovation.

The study findings further reinforce the opinions Widodo (2002: 56) that to improve public services, government apparatus's leadership capabilities and competencies are needed to make the public services can be accounted in accordance with public expectations. Likewise Greenleaf (1977) who proposed the concept of Servant Leadership to improve the Public Services Quality, namely the concept of leadership competence in managing, managing and serving the community by prioritizing the service (fulfilment of needs) of others above personal needs / class.

d. Effect of New Pattern of Diklatpim IV Policy Implementations on Public Services Quality mediated Leadership Competence with *Mo'odelo* Approach

The New Pattern of Diklatpim IV Policy Implementation have significant effect on Public Service Quality mediated by Leadership Competence with *Mo'odelo* Approach. It is due of MSN-Approach model can be implemented properly, supported by high levels of Leadership Competence with *Mo'odelo* Approach. This is also reinforced by interview that the significant effect of New Pattern IV Education and Training Policy Implementation on Public Services Quality is mediated by Leadership Competence with *Mo'odelo* Approach, in addition to be intervened by implementation of MSN-Approach through the application of a new curriculum that suitable with participants' needs, and also intervened by leadership competencies with *Mo'odelo* approach, especially the ability to innovate of echelon IV officials.

The mediation role of leadership competency with *Mo'odelo* approach as a catalyst enhances the effect of greatest coefficient value, namely the Innovator dimension. This means that the dimension plays a role as a

catalyst to enlarge the effect of New Pattern of Diklatpim IV Policy Implementation on Public Services Quality. The role of Innovator dimension is seen from leadership role of Echelon IV officials to encourage their staff with creative ideas to innovate to improve the Public Services Quality. Suryanto (2016: 7) stated that the Role of Change Agents, namely the role of leaders to encourage the creative process for apparatus to make breakthroughs in order to achieve the expected ideal conditions (services).

The discussion above suggests two important roles of each variable, namely the role of New Pattern of Diklatpim IV Policy Implementation to improve leadership competencies with *Mo'odelo* approach. Second is the role of Leadership Competence with *Mo'odelo* Approach to improve quality of public service.

4. Model Development

Previous discussion has identified the cause of insignificance effect of New Pattern of Diklatpim IV Policy Implementation on Public Services Quality, namely low commitment and motivation of policy implementers. Likewise, Leadership Competence with *Mo'odelo* Approach has a significant effect on Public Services Quality due to ability to innovate of echelon IV officials in Gorontalo Provincial Government. Therefore, there are important factors to affect the Diklatpim IV Policy Implementation on New Patterns and Leadership Competencies with *Mo'odelo* Approach on Public Services Quality. These factors are: (1) MSN Approach, (2) Commitment, (3) Motivation, and (4) Innovation Ability. However, these factors cannot be implemented partially. Integral implementation is needed in order to improve the Public Services Quality. Therefore, integration model implementation framework of these factors can be described.

Commitment in this model means "agreement (attachment) to do something", in association with policy implementation as the willingness level of a policy implementer to implement policies in accordance with level of agreement (attachment). Activities carried out in framework of implementation of policy will be carried out rightly if there is a strong commitment in implementer, otherwise if the implementer's commitment low, the implementation of the activities will not run optimally and only as the origin. This shows that tendency of implementer to fully involve him in policy implementation activities depends on how much he is committed to organization goals. Sopiah (2008: 23) called this commitment as organizational commitment, it is a psychological of employees marked by existence of trust and strong acceptance of goals and values of organization, willingness to strive to achieve organizational interests, and desire to maintain position as a member of organization. Meyer, Allen and Smith (1993: 541) suggested three aspects of commitment, namely: (1) Affective commitment, this is related to emotional bonding of employees, identification, and involvement in organization because of their desire; (2) Continuance commitment, it is a commitment based on rational needs. In other words, this commitment is formed based on profit and loss; and (3) Normative commitment is a commitment based on norms in employee about the responsibility of organization. Based on three aspects of commitment above, it can be stated the factors affecting the commitment of a policy implementer are emotional ties, self-awareness, rational needs, norms and responsibilities.

Motivation in this model is defined based on Robbins and Judge (2008: 222) as a process to explain the intensity, direction, and perseverance of an individual to achieve his goals. Intensity is related to how actively someone tries. Direction relates to something that benefits the organization, and perseverance is a measure of how long a person can survive in effort. In policy implementation process, these three aspects affect policy implementers to encourage their enthusiasm and behavior to carry out the task in order to achieve the policy implementation objectives.

The innovation ability in this model is a characteristic of "*Mo'odelo*" leadership competency approach. Botutihe (2006: 130) said that the essence of eight prerequisites of *Mo'odelo* leadership in Gorontalo are "*mopotuwawu kalibi, pi'ili wawu qauli*" or the harmony (integrity) between heart (conscience), behavior and words, and strong thinking and managerial abilities. These characteristics give rise to a strong urge to think more innovative new ideas and to respond to demand for better service from people. This is consistent with opinion of Christopher and Thor (2001: 65) that innovation arises because of encouragement from internal to make changes and because of insistence of needs from external (external) such as consumer demand. This innovation ability according to De Jong (2007: 26-28) includes: (1) Opportunity exploration, innovation process is determined by opportunities to trigger individuals to seek or think of a new alternative to work process, product or service; (2) Idea generation to raises a concept to improve the performance. (3) Championing, involves behavior to seek support and build coalitions, such as inviting and influencing employees or management, and negotiating a solution. (4) Application, individuals not only thinks of creative ideas about a thing but also apply the idea into real action.

E. Conclusion

Based on results of research and discussion, the conclusions can be stated below.

1. New Pattern of Diklatpim IV Policy Implementation does not have significant effect Public Services Quality in Gorontalo Provincial Government. It is caused by not full application of MSN-Approach model in New

- Pattern of Diklatpim IV Policy Implementation due to lack of commitment and motivation of the implementers.
2. New Pattern of Diklatpim IV Policy Implementation has significant effect on Leadership Competence with *Mo'odelo* approach in Gorontalo Provincial Government. It is caused by high level relevance of curriculum in New Pattern of Diklatpim IV Policy Implementation with competent development needs
 3. Leadership Competence with *Mo'odelo* approach has significant effect on Public Services Quality in Gorontalo Provincial Government. This is due to high role of leadership competence with *Mo'odelo* approach to improve the ability to innovate in public service sector to improve the Public Services Quality in Gorontalo Provincial Government.
 4. New Pattern of Diklatpim IV Policy Implementation has indirect and significant effect on Public Services Quality mediated by Leadership Competence with *Mo'odelo* approach. This is due to proper implementation of MSN-Approach model. The application of a new curriculum suitable with the needs of training participants as well as the high level of Leadership Competence with *Mo'odelo* approach mainly the apparatus ability to innovate to improve the Public Services Quality in Gorontalo Provincial Government.
 5. New Pattern of Diklatpim IV Policy Implementation and leadership competence with *Mo'odelo* Approach to improve the Public Services Quality in public administration perspective resulted in an integrated policy implementation model called Irfan Model/Model Integration model as the result of integration between the MSN / YK model with research findings namely: commitment, motivation, and ability to innovate.

F. Suggestions

Based on above conclusions, the suggestions can be stated below.

1. Education and Training Agency in Gorontalo Province should improve the commitment and motivation to improve the effectiveness of New Pattern of Diklatpim IV Policy Implementation to improve the Public Services Quality through building joint commitments and involving implementers in various training in developing good competencies, domestically and abroad. In addition, implementer motivation should be increased through the provision of additional income.
2. Training and Education Agency in Gorontalo Province should streamline to improve the effectiveness of New Pattern IV Education and Training Policy in an effort to improve Leadership Competence with *Mo'odelo* Approach through the development of education and training leadership competency based on local wisdom.
3. Gorontalo Provincial Government should conduct a Leadership Competence development program with *Mo'odelo* Approach to increase the effectiveness of Leadership Competence with *Mo'odelo* Approach to improve the Public Services Quality for development of ability to innovate in public service sector through training and education leadership as well as participating in apparatus development training both at home and abroad.
4. Gorontalo Province Training and Education Agency should improve the effectiveness of New Education and Training IV Education Policy in an effort to improve the Public Services Quality, through mediation role of leadership competencies with a *Mo'odelo* approach through curriculum development and training content enriched by local wisdom-based leadership competencies. It is also recommended to improve the ability to innovate in public service sector for echelon IV officials in Gorontalo Provincial Government Environment through leadership training and apparatus development training.
5. To find out the model role of this research finding (integration model / Irfan model) in policy implementation, future researcher should conduct further research in order to test the effectiveness of this model as a policy implementation model to improve the Public Services Quality and leadership competencies.

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