



Public Service Quality, Employee Ambidexterity, Women Leadership and Public Management of Government Organization

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ABSTRACT: This study aims to describe the influence of public service quality, employee ambidexterity, and women leadership on public management of Bukittinggi City Government. This study used a comparative quantitative method. The location of the study was in the Bukittinggi City Government environment. The sample of this study was the leadership ranks, namely from echelon II. B to echelon IV. B totaling 209 people. The research instrument was a questionnaire. Data collection was carried out by distributing Google form questionnaires via WAg. The data analysis technique used the T-test. The conclusion of this study is that there is a significant influence of employee ambidexterity toward public management, women leadership toward public management, public service quality with employee ambidexterity, and public service quality toward women leadership. The limitations of this study lie in the research method that only used a quantitative approach, in addition, the research location is only limited to the Bukittinggi City Government environment. Recommendations for further research are to use mixed-method research methods, add contextual variables, and compare with international contexts.

Keywords: Public Service Quality, Employee Ambidexterity, Women Leadership, Public Management, Government Organization.



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INTRODUCTION

Public management plays a central role in the management of government organizations. In fact, every government organization has strong mutualism with public management, because the purpose of organizing a government organization is to manage human resources well in providing services to the public ([Hartley et al., 2023](#)). Government organizations always strive to create effective, flexible, efficient and resilient office administration to create optimal public management ([Krogh & Triantafillou, 2024](#)). Thus, it can be said that the performance of a government organization is determined by the effectiveness of its public management.

Bukittinggi City Government is a government organization that manages public administration and services in the Bukittinggi City area, West Sumatra, Indonesia. As a Level II regional government organization, Bukittinggi City Government has the task of regulating and managing various aspects of government, development, and community services in accordance with the authority of the regional autonomy law. The types of Bukittinggi City civil servant are distinguished by position and place of duty. Civil servant based on position consists of: structural civil servant, executive civil servant, functional teachers, functional health civil servant, and other functional civil servant. Meanwhile, the civil servant based on the place of duty consists of: civil servant who assigned to the Bukittinggi City Government and ASN assigned outside the Bukittinggi City Government.

Based on the researcher's initial observation as one of the leaders in Bukittinggi City Government, several problems were found in the environment of this local government organization. First, from the complaint service via WhatsApp, there were several complaints from customers regarding the quality of employee services; some employees were still not friendly to customers, some services in certain sections or units were still slow responses and the process was complicated. This problem is certainly related to the public service quality that are not yet optimal. In addition, from the suggestion and criticism box service provided in the office lobby, suggestions were also found from visitors regarding the lack of employee agility or employees' skills in resolving customer affairs. In fact, one of the suggestion papers mentioned the name of an employee who was less agile in serving customers. This is certainly related to the low ambidexterity of employees as public servants. Then, several sub-district and village officials under the Bukittinggi City Government also conveyed criticism and suggestions given by the community regarding the implementation of public management of Bukittinggi City Government. There are issues developed in the community that female leaders will serve male customers better, and vice versa, male leaders serve female customers better. Thus, the gender factor in this leadership also gives bias toward public management in government organizations.

According to the theory, effective public management can be formed from several factors. The employee service quality and servant leadership greatly determine reliable public management ([Liu et al., 2023](#)). Ambidextrous or employee agility, public service renewal and innovation policies are also supporting factors for efficient public management ([Alkaabi et al., 2024](#)). Leadership orientation and employee welfare will also make public management run smoothly and planned ([Döring et al., 2024](#)). Organizational culture and self-motivation of each employee are also determining factors for the expected public management ([Hudecek et al., 2024](#)). Meanwhile, [Santos et al. \(2024\)](#) stated that the factors of trust, tradition and involvement of women in management will make public management in government organizations stronger.

Based on the theory above, the researcher conducted initial research on employees in the Bukittinggi City Government. This initial research aims to see the main factors that influence public management of Bukittinggi City Government. The results of this initial research can be seen in Figure 1.

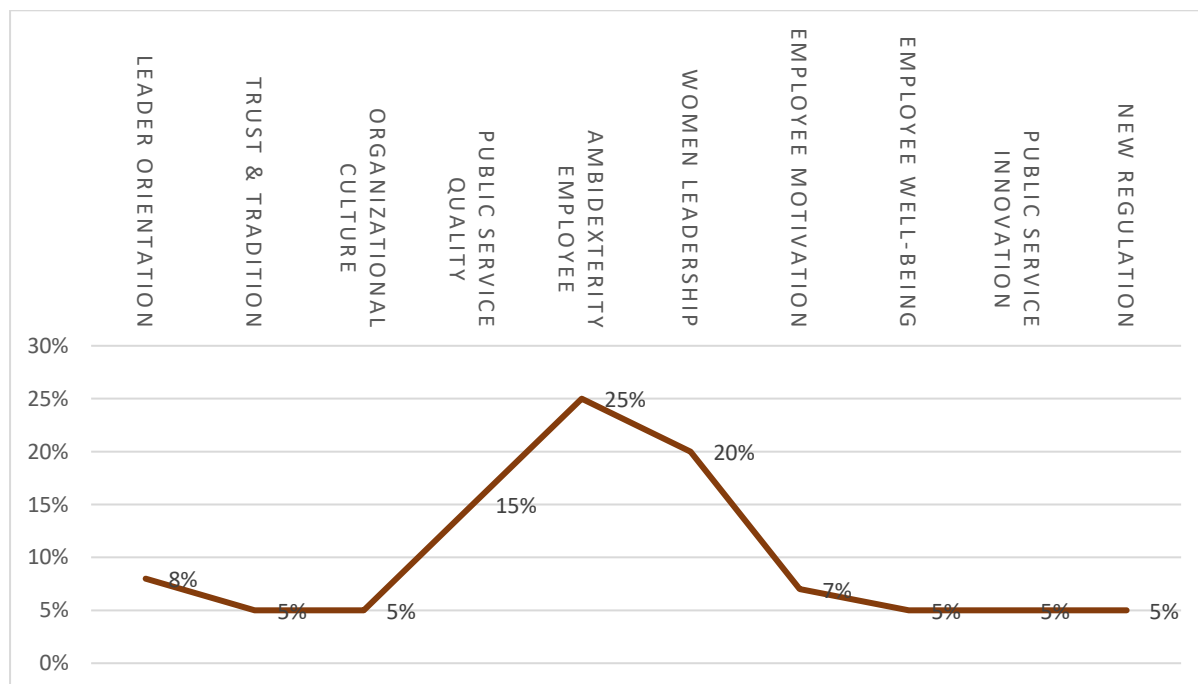


Figure 1. Factors Affecting Public Management

Figure 1 explains that the three main factors that determine effective and efficient public management are the public service quality (15%), employee ambidexterity (25%), and women leadership (20%). While the other 7 factors affect public management below 10%.

There are several previous studies related to the factors that influence public management. First, research from [Dzenopoljac et al., \(2024\)](#) which proved that the quality of employee knowledge and employee ambidexterity affect organizational performance. Second, research from [Nasution et al., \(2024\)](#) which created the concept that leadership ambidexterity and individual ambidexterity are determining factor of organizational performance. Third, research from [Ferede et al., \(2024\)](#) which explained that public organization management is highly dependent on leadership strategy, employee management knowledge, accountability, and organizational culture. Fourth, [Ojasalo & Kauppinen \(2024\)](#) produced a theory that individual's value and quality as a servant in an organization will determine the management of the organization's ecosystem. Fifth, research from [van der Hoek & Kuipers \(2024\)](#) stated that leadership behavior and employee quality will determine the success of government organization management.

From the empirical data and related previous researches above, this study aims to describe the influence of public service quality, employee ambidexterity, and women leadership on the public management of Bukittinggi City Government. The novelty of this study lies in the unification of the four research variables that have never been done before. Through this study, it is hoped that the Bukittinggi City Government can see which factors affect public management, so that it can be the basis for forming strategies and solutions to reform the public management of Bukittinggi City Government.

Public Management

Public management can be interpreted as creating synergy between employee competencies and the vision and mission of the organization. Public management is based on public policy by directing employee as human resources to provide public-oriented services ([Simonet, 2024](#)). Public management aims to ensure accountability for the implementation of government organizational tasks by providing measurable services to the public ([Gleeson, 2023](#)). Public management in the 21st century is known as new public management, namely a change in management that is oriented on saving budgets and expenses, to management that is result-oriented ([Sanabria-Pulido & Leyva, 2023](#)). Public management includes systematic activities ranging from planning, organizing, implementing, supervising, and evaluating government organization activity programs ([Beeri, 2021](#)).

Public Service Quality

Public service quality is an effort to increase public satisfaction, or users of an organization's services ([Tirunch & Woldeyohannes, 2022](#)). Public service quality is the work ethic of an employee in a public sector organization that reflects the values and priorities of service to the public above personal interests ([Shand et al., 2023](#)). Quality of public services will strengthen public trust in government organizations. The quality of public services describes the interaction of employees with service users by facilitating all customer activities ([Syah & Olivia, 2022](#)). In the context of government organizations, experts prefer to use the definition of service quality with a government activity management system that ensures the satisfaction of the user community as a whole regardless of rank and position ([Girma, 2022](#)).

Employee Ambidexterity

Ambidextrous in government organizations is divided into 3 terms, those are organization ambidexterity ([Hamblin et al., 2024](#)), leadership ambidexterity ([Ouyang et al., 2022](#)), and individual ambidexterity (employee ambidexterity) ([Alo, 2023](#)). Ambidextrous is a term to describe the dynamism and resilience that a person has to manage job responsibilities and optimize his/her capabilities ([Kumalaningrum et al., 2023](#)). Employee ambidexterity refers to the concept of an employee who has the ability to manage and balance skills with the ability to innovate, in order to meet the organization needs ([Mascareño et al., 2021](#)). Employees who have this attitude are considered as essential organizational assets because of their ability to optimize organizational performance.

Women Leadership

Leadership is the ability of a leader to lead, influence and direct others to achieve organizational goals. Gender greatly influences leadership practices ([Hilal et al., 2024](#)). Women leadership is defined as the role, characteristics, style, approach, contribution and skills of women in carrying out leadership tasks in government organizations ([Iman et al., 2022](#)). Women as leaders are characterized by a communicative, collaborative, innovative and sustainable leadership style, because women are able to carry out dual or even multi roles compared to men ([Valerio et al.,](#)

[2024](#)). Women leadership is a 21st century leadership term that is free from gender bias in accordance with the changing dynamics of power in government organizations ([Watterston & Ehrich, 2024](#)).

Based on the theoretical framework above, the development of the hypotheses in this study are:

- H1: There is a significant influence of public service quality on public management
- H2: There is a significant influence of employee ambidexterity on public management
- H3: There is a significant influence of women leadership on public management
- H4: There is a significant influence of public service quality on employee ambidexterity
- H5: There is a significant influence of employee ambidexterity on women leadership
- H6: There is a significant influence of public service quality on women leadership

METHOD

This study used a comparative method with a quantitative approach. The selection of this method is based on the reason that the quantitative comparative method is very relevant to answer the research objectives that are oriented on comparing two independent data groups. The quantitative comparative method belongs to single-method research which is more widely cited by researchers compared to multi-method research, both in national and international articles ([Peez, 2024](#)).

The location of the study is in the Bukittinggi City Government environment. The sample of this study was the leadership ranks, namely from echelon II. B to echelon IV. B, totaling 209 people. The sample demography can be seen in table 1. The research sample consists of trial sample and research sample. The trial sample is used to try out the questionnaire before given to the research sample. The selection of the trial sample was by using a percentage technique, which is taking 28% of the total number of samples. Thus, the number of trial samples was 59 people and it was confirmed that they could represent the trial sample ([Mengistu et al., 2023](#)). Then, the selection of the research sample was carried out using a total sampling technique, namely taking all samples other than the trial sample. Thus, the number of research samples was 150 people and it could ensure the validity of the research results.

Table 1. Sample Demography

Echelon	Total Number	Trial Sample (28%)	Research Participants
II.a	0	0	0
II.b	27	8	19
III.a	29	8	21
III.b	35	10	25
IV.a	81	23	58
IV.b	37	10	27
Total	209	59	150

The research instrument was a questionnaire. Data collection was carried out by distributing questionnaires via Google form. The google form link was distributed via Whatsapp group of the

leadership ranks. The questionnaire data analysis technique was carried out using the T-test (Independent-Sample). Before given to the research sample, a questionnaire trial was conducted on 59 trial samples. The trial questionnaire can be seen in table 2.

Table 2. Questionnaire for Trial

No.	Factors	Indicator	Items	Code
1	Public Service Quality, (Sofyani et al., 2020; McEwen et al., 2021)	Personal goals	I communicate interestingly with the client	PSQ1
			I like interacting with client to achieve my goals	PSQ2
			I responsive to the client	PSQ3
		Organizational goals	The action of organization is tangible	PSQ4
			The service provided to the client is reliable	PSQ5
			The organization assures the client get what they want	PSQ6
		Positive outcomes	The client feel emphatic and satisfied for the service provided	PSQ7
			The client admits the neatness of organization services	PSQ8
			The client assumes that the organization has accuracy on the services	PSQ9
2	Employee Ambidexterity, (Ijigu et al., 2022; Kebede et al., 2024)	Opening behavior	I have different ideas and solutions for the organization programs	EA1
			I have adaptability for every tasks given by the leader	EA2
			I learn new skills to improve my competency	EA3
			I am focusing on short-term goals and also long-term goals	EA4
		Closing behavior	I am motivating to take chances and risks	EA5
			I consistent with my routines	EA6
			I am taking corrective action for my job solution	EA7
			I accept errors to learn and make improvement for the future	EA8
3	Women Leadership, (Dewi et al., 2023; Lee et al., 2024)	Visionary leadership	Women with visionary leadership will make sustainable better organization	WL1
			Vision leadership women improve employee's competency	WL2
			Visionary leadership women has self-awareness and good for organization performance	WL3
			Visionary leadership women is needed in order to build an effective employee	WL4

No.	Factors	Indicator	Items	Code
4	Public Management, (McDonald et al., 2023; Smit, 2023)	Organic leadership	Women with organic leadership will make sustainable better organization	WL5
			Organic leadership women improve employee's competency	WL6
			Organic leadership women is confidence on her ability	WL7
			Organic leadership women is an effective mentor in the institution	WL8
		Personnel performance	The employee has output based performance	PM1
			Each personnel has skills specific to the related job	PM2
			Each personnel has roles to ensure effective outcomes	PM3
		Team work performance	Team work performance is evaluating and monitoring	PM4
			Team work focuses on output controls by using input	PM5
			Team work helps personnel job finish on time	PM6
		Management practices	The organization has autonomy in performance	PM7
			Management has hierarchical and democratic organization	PM8
			The leader has develop leadership style into transformational leadership	PM9

Source: Research Team Questionnaire

RESULT AND DISCUSSION

The initial questionnaire consisting of 34 items was tested on 59 samples to ensure that each item was valid and reliable. The validity test used is the correlation test, namely using Pearson Correlation formula, while the reliability test used is the calculation of the item reliability coefficient using the Cronbach's Alpha formula. The validity and reliability tests of the instrument were carried out using the SPSS statistical application version 25. The results of the validity and reliability tests can be seen in table 3.

Table 3. Prerequisite Test Results

Variable	Validity		Result	Reliability	
	Code	Pearson Correlation		Cronbach's Alpha	Result
Public Service Quality (PSQ)	PSQ1	0.403	V	0.820	Reliable
	PSQ2	0.660	V		
	PSQ3	0.468	V		
	PSQ4	0.673	V		
	PSQ5	0.642	V		
	PSQ6	0.470	V		
	PSQ7	0.730	V		
	PSQ8	0.394	V		
	PSQ9	0.297	V		
Employee Ambidexterity (EA)	EA1	0.688	V	0.898	Reliable
	EA2	0.709	V		
	EA3	0.483	V		
	EA4	0.860	V		
	EA5	0.749	V		
	EA6	0.517	V		
	EA7	0.724	V		
	EA8	0.854	V		
Women Leadership (WL)	WL1	0.780	V	0.909	Reliable
	WL2	0.709	V		
	WL3	0.771	V		
	WL4	0.727	V		
	WL5	0.658	V		
	WL6	0.846	V		
	WL7	0.468	V		
	WL8	0.787	V		
Public Management (PM)	PM1	0.542	V	0.882	Reliable
	PM2	0.556	V		
	PM3	0.814	V		
	PM4	0.877	V		
	PM5	0.853	V		
	PM6	0.853	V		
	PM7	0.608	V		
	PM8	0.310	V		
	PM9	0.363	V		

Source: SPSS Result

From the SPSS processing above, the valid and reliable questionnaire items used for the research are described in Table 4.

Table 4. The Research Questionnaire

No.	Variable	Initial Questionnaire	Valid and Reliable Questionnaire
1	Public Service Quality (X1)	9	9
2	Employee Ambidexterity (X2)	8	8
3	Women Leadership(X3)	8	8
4	Public Management (Y)	9	9

Source: Data Analysis Result

From the SPSS result above, all valid and reliable questionnaire items are used as research questionnaires. Then, the questionnaire was given to 150 samples outside the trial sample.

The data analysis technique used in this study is the independent sample t-test preceded by a normality test as a prerequisite test for conducting the T-test. The normality test and T-test were conducted using the SPSS application. The use of the Statistical Package for the Social Sciences (SPSS) application in processing this research data aims to ease the researchers to analyze data because of its ability to process data in large quantities and scopes. The steps for the normality test start from entering data into SPSS, clicking the analyze menu, then selecting descriptive statistics, and clicking explore. After that, move the variable to the dependent list box, select plots, checklist normality plots with tests, then click continue, finally click OK. The results of normality testing are described in table 5.

Table 5. Normality Data

No.	Variable	Shapiro-Wilk Criteria	Shapiro-Wilk Significance	Result
1	Public Service Quality (X1)	> 0.05	0.062	Normally distributed
2	Employee Ambidexterity (X2)	> 0.05	0.059	Normally distributed
3	Women Leadership(X3)	> 0.05	0.076	Normally distributed
4	Public Management (Y)	> 0.05	0.166	Normally distributed

Source: SPSS Result

Table 5 above explains that all data from the research questionnaire are normally distributed. This is indicated by a significance value greater than 0.05. After the normality data is tested, the T-test can be performed.

Independent sample t-test is used to compare the means of two independent data groups. The steps start from preparing the independent variable and the dependent variable, then click the analyze menu, select compare means and click independent sample t-test. Then, move the numeric variable to the test variables column and the categorical variable to the grouping variables column.

After that, select define groups to determine category 1 for group A and category 2 for group B, and click OK. The results of the T-test can be seen in table 6.

Table 6. T-Test Result

No.	Hypothesis Testing	t-table	t-value	Significance Criteria	Significance Value	Result
1	X1 → Y	1.66	0.215	< 0.05	0.830	Reject H1
2	X2 → Y	1.66	-9.423	< 0.05	0.000	Accept H2
3	X3 → Y	1.66	-10.163	< 0.05	0.000	Accept H3
4	X1 → X2	1.66	8.942	< 0.05	0.000	Accept H3
5	X2 → X3	1.66	-0.534	< 0.05	0.594	Reject H5
6	X1 → X3	1.66	9.461	< 0.05	0.000	Accept H6

Source: SPSS Result

From the table 6, it can be explained that the testing of the research hypothesis can be seen from two categories, namely by looking at the t-value and the significance value. In order for the research hypothesis to be accepted, the t-value must be greater than the t-table, then the significance value must be less than 0.05. Based on the research hypothesis test, the results of this study can be explained as follows:

H1: There is no significant influence of public service quality on public management

H2: There is a significant influence of employee ambidexterity on public management

H3: There is a significant influence of women leadership on public management

H4: There is a significant influence of public service quality on employee ambidexterity

H5: There is no significant influence of employee ambidexterity on women leadership

H6: There is a significant influence of public service quality on women leadership

Hypothesis 1 of the study was rejected, in other words, the quality of public service does not have a significant effect on public management. This is what [Clarke & Newman \(2024\)](#) studied, the need for a new public management in every government organization is a must, because many public service crises were found. Providing public services is easy, but achieving a quality that satisfies users is difficult, considering that each user has different desires ([Engdaw, 2022](#)). Moreover, in this 21st era, all public services must be digital so that it is easier for the public to access services, but the management of government organizations is still largely not based on digital technology ([Aidi et al., 2024](#)). Government organizational services are generally engaged in the service sector that requires employee hospitality, but with a lot of workload, employees sometimes forget about this, so that the service provided is not optimal ([Masudin et al., 2020](#)).

However, hypothesis 2 of the study was accepted, it means that ambidextrous employees have a significant influence on public management. The first reason for this is because ambidextrous employees are easy to adapt to changes in the organization ([Nasution et al., 2024](#)). Second, ambidextrous employees will create innovation by creating solutions to every organizational problem and in carrying out public services so that public management will run optimally ([Raalskov et al., 2024](#)). Third, ambidextrous employees are accustomed to managing work well in line with

human resource management in it, thereby increasing organizational productivity ([Wang et al., 2023](#)). Finally, ambidextrous employees will form an ambidextrous organization which means they have made success in implementing public management ([Næss & Lange, 2023](#)).

Then, the hypothesis 3 of the study was also accepted, that is a woman leadership has a significant effect on public management. This is in line with the idea from [Nie et al. \(2022\)](#) which states that women tend to be democratic and empathetic in leadership compared to men who tend to be dominant, competitive and more controlling. If a woman holds the top leadership, it will attract the attention of every user and customer because this case is rare ([Hobbins et al., 2023](#)). Usually, this brings positive assumptions to the public because a woman at the top of the leadership is a great woman who has a lot of experience and is good for the development of the organization ([Alshdiefat et al., 2024](#)). According to [Tran & Nguyen \(2022\)](#), researches have shown that 75% of organizations in the world, both private and government, consider making women CEOs or top leaders. This happens because the organization has proven that women leadership has a positive impact on the management of government organizations.

Furthermore, the hypothesis 4 of the study was also accepted, which means that the quality of public services affects the ambidextrousness of employees. [Alolayyan & AlFaraj \(2024\)](#) stated that public service quality is the result of an ambidextrous organization that is collected from each individual in it. On the other hand, ambidextrous employees will place themselves as 'servants', so that the public will be comfortable and satisfied with their services ([Liu et al., 2023](#)). If government organizations focus on quality service, it will provide a good culture for every employee ([Amoako et al., 2023](#)). Public service quality is the hope for every organization because it will have an impact on the outside and inside of the organization. The internal impact that is felt is that employees with a high ambidextrous attitude will be formed ([Siyum, 2024](#)).

Unfortunately, hypothesis 5 of the study was rejected, which means that there is no significant influence of ambidextrous employees with female leadership. Employees who have an ambidextrous attitude usually have strong self-motivation, and tend to be introvert, so that they are not compatible with the communicative and extrovert type of leader, which is generally possessed by women ([Wilhelm et al., 2024](#)). According to [Bustamante et al., \(2024\)](#) ambidextrous female employees will be appropriate and in line with female leadership, and ambidextrous male employees will also be suitable for male leadership. Usually, there is a difference in the focus of the role and orientation of ambidextrous employees with female leadership ([Meng & Neill, 2021](#)). Then, the leads form a woman is usually influenced by a hierarchical and procedural organizational structure, so that it becomes one of the inhibiting factors for employees who have high ambidextrous to have self-development ([Abdullah Dahlan, 2023](#)).

In addition, hypothesis 6 of the study was accepted, in other words the quality of public services affects female leadership. According to [Anderson et al., \(2023\)](#), the quality of public services requires leaders who have empathy, the ability to listen and understand subordinates which tend to be possessed by women. When public services aim to provide satisfaction to the community, then female leaders are more prominent in this case by making responsive policies according to the needs of citizens ([Elaigwu et al., 2024](#)). Women are also better able to lead government

organizations because they are accustomed to multitasking, making it easier to create quality in public services ([Gardiner et al., 2023](#)).

The practical implications from the results of this study can be applied as public policy in government organizations. Decision makers as well as policy makers can develop training programs and provide incentives for employees who have satisfactory service quality and high personal ambidexterity ([Talaja et al., 2023](#)). In addition, the implementation from the results of this study in the field is to improve collaborative leadership management, namely by making women's participation in leading public management. Women leadership will make public management in government organizations more colorful and meaningful ([Marno et al., 2024](#)). In fact, female leaders will accompany male leaders in making effective decisions, because women act according to their feelings, and men act according to logic. Logic and feelings must synergize so that the services provided by government organizations are beneficial by the community.

CONCLUSION

The conclusion of this study is that employee ambidexterity and women leadership give positive impact on public management. In addition, public service quality influences employee ambidexterity and women leadership. In other words, effective and efficient public management of government organization depends on public service quality, employee ambidexterity, and women leadership. Therefore, Bukittinggi City Government should give incentive to the employee with high ambidexterity and better service quality, and create women' participation in leadership. The limitations of this study lie in the research method, which only used a quantitative approach, in addition, the research location is limited only at Bukittinggi City Government environment. Recommendations for further research are to be able to use mixed-method research methods, add contextual variables, and compare with international contexts.

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