

Assessing the Quality of Employee Service from the Competency Sector and Organizational Culture

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Abstract

This study aims to determine the effect of competence and organizational culture partially and simultaneously on the quality of service at the West Bandung Regency Education Office. This type of research is quantitative research with data collection techniques through library research, field research (observations, interviews, and questionnaires). The population in this study were all consumers (service recipients) at the West Bandung Regency Education Office, totaling 50 people. Determining the number of samples in this study using saturated sampling technique. 50 consumers (service recipients) were sampled as respondents at the West Bandung Regency Education Office. Methods of data analysis using multiple linear regression analysis with t-test and F-test. The results of the study concluded that there is an influence of competence on service quality, there is an influence of organizational culture on service quality and there is an influence of competence and organizational culture together on service quality in the Office West Bandung Regency Education.

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1. Introduction

The field of Public Administration teaches us that the government fundamentally performs two main functions, namely regulation and service provision (Ridwan & Sudrajat, 2020). Regulation is usually associated with the nature of the modern State as a legal entity, while service provision is associated with the nature of the State as a welfare entity. Both regulation and service provision functions encompass all aspects of societal, national, and state life, and their implementation is entrusted to specific government apparatuses responsible for these functions (Hidayat, 2022).

Human resources are the most valuable and important assets owned by an organization/company, as the success of an organization is largely determined by human factors (Sedarmayanti, 2016). The provision of public services by government officials to the public is an implication of the State apparatus' function as a public service, making the position of government officials in public service very strategic as it will determine the extent to which the government is able to provide the best possible service to the public (Malta & Rusdianti, 2023).

To achieve good quality public services, an organization responsible for governance needs to consider several factors. These factors mutually influence each other to achieve good quality public services (Kurniawati et al., 2023). Some of these factors include competency and organizational culture. Competence is the ability possessed by an individual encompassing knowledge, skills, creativity, and attitudes to perform their duties well, based on established work standards and service procedures (Elizar & Tanjung, 2018). Organizational culture is a shared meaning system embraced by members that distinguishes the organization from others (Wijaya, 2022).

One of the factors that support good service quality is competence. According to Siregar (2020), competence includes knowledge, acquired through formal education and training related to the job field, skills, proficiency in the job field, and attitude, maintaining organizational ethics and displaying positive attitudes in actions (Natawilaga, 2018).

Service must be continuously optimized, and one effort that can be improved is better service quality by enhancing organizational culture and employee competence, especially when supported by very adequate working facilities (Siregar & Hamdani, 2018). Moreover, more attention should be paid to public complaints when receiving services. Because ultimately, public services aim to improve satisfaction, welfare, and the quality of services received by the public (Kurniawati et al., 2023).

Based on initial observations at the Department of Education of West Bandung Regency, it was found that there is still a lack of employees with competencies suitable for their duties and functions. Some employees perform tasks not in line with their educational background, lack knowledge about rules beyond their main tasks, and some employees do not reflect the organizational culture of government, such as applying friendly greetings during service. There is also a lack of a sense of camaraderie in the organization, seen from the lack of unity and cooperation among employees, and a low level of awareness among employees in performing their duties. Based on these issues outlined in the background, the researcher formulates the problems as follows: 1) Does employee competence influence service quality at the Department of Education of West Bandung Regency?; 2) Does organizational culture influence service quality at the Department of Education of West Bandung Regency?; 3) How do competence and organizational culture influence service quality at the Department of Education of West Bandung Regency?

Furthermore, the quality of service in an organization is closely related to organizational culture. According to Sutrisno (2018), the functions of organizational culture firstly, culture serves as a differentiator. This means that work culture creates clear distinctions between one organization and another. Secondly, organizational culture instills a sense of identity among members. Thirdly, organizational culture facilitates the emergence of commitment to something broader than individual interests. Fourthly, organizational culture enhances the stability of the social system.

For the Department of Education of West Bandung Regency, as an organization primarily responsible for policy formulation in the field of education, implementation of education policies, evaluation, and reporting in the field of education, and administration according to its scope of duties. According to information obtained from the Head of the Department of Education of West Bandung Regency through the Personnel and General Subdivision, it is known that the department mostly employs individuals whose degrees do not match their duties and functions. The number of employees with linear qualifications is still small. This results in employees having to perform tasks that do not match their educational background in education. Additionally, the Head of the Department of Education of West Bandung Regency also expressed the lack of employees qualified for positions that, according to Personnel analysis, should be filled by Bachelor's degree holders in Public Administration.

2. Methods

This research is a quantitative study with data collection techniques through literature review, field research (observation, interviews, and questionnaires). The population in this study is all consumers (service recipients) at the Department of Education of West Bandung Regency, totaling 50 people. The determination of the sample size in this study uses a saturated sampling technique. 50 consumers (service recipients) are selected as respondents at the Department of Education of West Bandung Regency. The analysis method used is 1) Descriptive Analysis provides an overview of the research results in general towards the questionnaire items which are the elements of the influence of employee competence and organizational culture on service quality, the results of which are taken from respondent answers and differences in their perceptions of each source with others (Sugiyono, 2017); 2) Statistical Analysis to interpret the research data using the Statistical Product and Service Solution (SPSS) 23 program.

From the SPSS software package version 23 with the following steps: a) Validity Test; b) Reliability Test; c) Multiple Linear Regression; d) Multiple linear correlation coefficient (R); e)

Coefficient of determination (R^2); f) Partial Test (t-test); g) Simultaneous Test (F-test); h) Hypothesis Testing.

3. Results and Discussion

3.1. Results

Respondent Description

From the research results, it can be seen that the respondents' answers to the questionnaire are in the table below:

Table 1. Characteristics of Respondents

Description	Respondent	Percentage %
Gender		
Male	35	70%
Female	15	30%
Age		
15-25 Years	7	14%
26-35 Years	11	22%
36-45 Years	16	32%
46-55 Years	9	18%
> 55 Years	7	14%
Education		
SMA	7	14%
D3	14	28%
S1	20	40%
S2	9	18%
Working Status		
ASN	22	44%
Non ASN	28	56%

Source: Data Processed (2023)

The characteristics of respondents were grouped based on gender, male and female, from a sample of 50 respondents through a questionnaire that had been distributed. Of the total respondents of 50 people, the most respondents were male, namely 35 people with a percentage of 70%. Based on age, it is known that the most service users are 36-45 years old at 32% with a total of 16 people. Based on the educational level of service users, the majority have a bachelor's degree at 40% with a total of 20 people. And based on employment status, the most non-PNS status was 56% with a total of 28 people.

Validity and Reliability Test

In a study using a validity test, the aim is to measure whether a question item is valid or not. In a questionnaire, a question item can be declared valid if $r_{test} > r_{table}$ or $r_{table} < r_{test}$. Based on the table above, the validity test on all variable indicators is declared valid and can be used to measure the variables to be studied. The following are the results of the validity test of several variables:

Table 2. Validity test results

Variable	Item	R_{Test}	R_{Table}	Information
Competence	X1_1	0.605	0.2787	Valid
	X1_2	0.673	0.2787	Valid
	X1_3	0.430	0.2787	Valid
	X1_4	0.571	0.2787	Valid
	X1_5	0.282	0.2787	Valid
	X1_6	0.450	0.2787	Valid
	X1_7	0.428	0.2787	Valid
	X1_8	0.514	0.2787	Valid

	X1_9	0.563	0.2787	Valid
Organozational Culture	X2_1	0.387	0.2787	Valid
	X2_2	0.650	0.2787	Valid
	X2_3	0.540	0.2787	Valid
	X2_4	0.636	0.2787	Valid
	X2_5	0.553	0.2787	Valid
	X2_6	0.537	0.2787	Valid
	X2_7	0.481	0.2787	Valid
	X2_8	0.663	0.2787	Valid
	X2_9	0.673	0.2787	Valid
Service Quality	Y_1	0.531	0.2787	Valid
	Y_2	0.486	0.2787	Valid
	Y_3	0.671	0.2787	Valid
	Y_4	0.669	0.2787	Valid
	Y_5	0.542	0.2787	Valid
	Y_6	0.619	0.2787	Valid
	Y_7	0.551	0.2787	Valid
	Y_8	0.702	0.2787	Valid
	Y_9	0.326	0.2787	Valid

Source: Data Processed (2023)

Reliability Test

The reliability test method used is the Cronbach's Alpha value test method. According to Sekaran in Priyatno, a measuring instrument in the form of a questionnaire can be said to be reliable if it has a Cronbach's Alpha value greater than 0.6.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	N of item
Competence	0.799	9
Organozational Culture	0.848	9
Service Quality	0.838	9

Source: Data Processed (2023)

Based on the table above, the Cronbach's Alpha value for each variable is above 0.6 so it can be said to be reliable.

Normality test

Table 4. Data Normality Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	39.5000000
	Std. Deviation	2.72331060
Most Extreme Differences	Absolute	.119
	Positive	.119
	Negative	-.096
Test Statistic		.119
Asymp. Sig. (2-tailed)		.276 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data Processed (2023)

Based on the results of the normality test using the One-Sample Kolmogorov-Smirnov Test above, it is known that the significance value is 0.276, which is greater than 0.05. So it can be concluded that the data tested in this research is normally distributed.

Table 5. Multiple Coefficient Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.146	4.074		1.018	0.314
Competence	0.360	0.129	0.330	2.791	0.008
Organizational Culture	0.541	0.120	0.534	4.511	0.000

Source: Data Processed (2023)

The value of the influence of competence (X1) and organizational culture (X2) on Service Quality (Y) at the West Bandung Regency Education Office can be calculated using the equation:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 4.146 + 0.360X_1 + 0.541X_2$$

With the following information.

- The constant value of 4,146 has a positive sign. This shows that service quality is 4,146 influenced by competence and organizational culture.
- The competency value is 0.360, this shows a positive direction, therefore if the competency variable increases then the service quality variable will increase by 0.360.
- The organizational culture value is 0.541, this shows a positive direction, therefore if the organizational culture variable increases then the service quality variable will increase by 0.541.

Coefficient of Determination

The coefficient of determination (R Square) is a tool to measure the extent of the model's ability to explain variations in the dependent variable. The coefficient of determination value is between zero and one. An R Square value that is small or close to 0 (zero) means that the ability of the independent variables to explain variations in the dependent variable is very limited.

Table 6. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	0.791 ^a	0.626	0.610	2.149	0.626	39.338	2	47	0.000

Source: Data Processed (2023)

Based on the results of calculations using SPSS in the table above, it is known that the R Square value is 0.626, which indicates that the influence of the two independent variables on the dependent variable is 62.2%. Meanwhile, 15.8% or the remainder was influenced by other variables not studied. In other words, competency and organizational culture have an influence of 62.2% on service quality at the West Bandung Regency Education Office.

Partial Hypothesis Testing (t Test)

The t test basically shows how much influence an explanatory or independent variable individually has in explaining variations in the dependent variable. Based on the results of calculations using SPSS in the table 5, a hypothesis test can be carried out, namely the values above, it can be seen that the calculated t value obtained by the competency variable is 2.791 > t Table (1.6772). In accordance with the criteria, testing the hypothesis that Ho is rejected and Ha is accepted. This means that partially competency has a significant effect on service quality (Y). Meanwhile, the calculated t value obtained for the organizational culture variable is 4.511 > t Table (1.6772). In accordance with the criteria, testing the hypothesis that Ho is rejected and Ha is accepted. This means that partially organizational culture has a significant effect on service quality.

3.2. Discussion

The Influence of Competence on Service Quality

The research findings prove that competence influences service quality. Employee competence is the capacity possessed by an individual that enables them to meet the requirements of their job within an organization, thereby enabling the organization to achieve the desired outcomes. The analysis results indicate that the majority of employees have good competence, both in technical competencies including education relevant to their job, experience, and data analysis skills, as well as non-technical competencies such as self-control (emotional), confidence, and flexibility in various situations. Overall, the employees' competence in providing services can be considered good and has met expectations in achieving organizational goals. The more competent the employees are, the more they influence the quality of public services at the Department of Education of West Bandung Regency. These research findings are consistent with Faruk et al. (2023) study, which states that competence affects service quality.

The research findings highlighting the influence of competence on service quality hold significant implications for the Department of Education of West Bandung Regency. Firstly, by recognizing that competence plays a pivotal role in enhancing service quality, the department can prioritize investments in employee training and development programs aimed at improving both technical and non-technical competencies. This may include offering specialized courses, workshops, and seminars to enhance employees' skills and abilities, thereby ensuring they are better equipped to meet the diverse needs of service recipients. Additionally, the department can establish mechanisms for continuous performance evaluation and feedback, allowing for ongoing assessment and refinement of employees' competencies to maintain and further improve service quality standards over time.

Furthermore, acknowledging the positive correlation between employee competence and service quality underscores the importance of fostering a culture of learning and professional growth within the organization. By promoting a supportive environment that encourages continuous learning and knowledge sharing, the department can cultivate a workforce that is not only competent but also motivated and engaged in delivering high-quality services. This can lead to improved morale among employees, increased job satisfaction, and ultimately, enhanced service delivery outcomes. Additionally, by aligning organizational goals with individual development plans, the department can ensure that employees' growth trajectories are aligned with the broader objectives of the organization, further reinforcing the link between competence development and service quality improvement.

The Influence of Organizational Culture on Service Quality

Based on the research results, organizational culture influences service quality. The organizational culture of employees can bring about organizational change for quality improvement. Organizational culture is important to provide consistency and flexibility to be responsive to information seeker demands, and to achieve sustainable competitive advantages and continuous development, so that a well-managed organization will encourage employees to behave positively and productively in their performance. These research findings are supported by Juhaeni (2023) study, which states that organizational culture affects service quality.

The research findings highlighting the influence of organizational culture on service quality carry significant implications for the Department of Education of West Bandung Regency. Firstly, recognizing the impact of organizational culture on service quality underscores the importance of nurturing a positive and conducive work environment within the department. By fostering a culture that values open communication, collaboration, and innovation, the department can create an atmosphere where employees feel empowered to contribute their ideas and efforts towards improving service delivery. This may involve implementing strategies such as regular team-building activities, recognition programs, and communication channels to promote transparency and mutual trust among staff members.

Moreover, understanding the link between organizational culture and service quality emphasizes the need for leadership commitment and alignment with the desired cultural values. Departmental leaders play a crucial role in shaping and reinforcing the organizational culture

through their actions, decisions, and behaviors. By demonstrating a strong commitment to values such as integrity, accountability, and customer focus, leaders can set the tone for the entire organization and inspire employees to embrace these values in their daily interactions and service delivery efforts. Additionally, investing in leadership development programs aimed at equipping managers with the skills and knowledge to effectively lead cultural change initiatives can further enhance the department's capacity to cultivate a positive and performance-driven work culture that ultimately translates into improved service quality outcomes.

4. Conclusion

Based on the above description, it is concluded that: 1) Competence has a direct and significant positive influence on service quality, with a competence value of 0.360. This indicates a positive direction, meaning that if the competence variable increases, the service quality variable will increase by 0.360. Employee competence influences service quality. This means that the better the employee's competence, the higher the service quality will be. Conversely, the lower the employee's competence, the lower the service quality will be. The analysis results indicate that the majority of employees have good competence, both in technical competencies including education relevant to their job, experience, and data analysis skills, as well as non-technical competencies such as self-control (emotional), confidence, and flexibility in various situations; 2) Organizational culture has a direct and significant positive influence on service quality, with an organizational culture value of 0.541. This indicates a positive direction, meaning that if the organizational culture variable increases, the service quality variable will increase by 0.541. Organizational culture is important to provide consistency and flexibility to be responsive to information seeker demands, and to achieve sustainable competitive advantages and continuous development, so that a well-managed organization will encourage employees to behave positively and productively in their performance; 3) The employee competence variable and the organizational culture variable together have an influence on service quality, with competence and organizational culture collectively influencing service quality (Y) by 62.2% at the Department of Education of West Bandung Regency. Meanwhile, 15.8% or the remainder is influenced by other variables not examined.

Based on the discussion results, it can be concluded that there is an influence of competence on service quality, an influence of organizational culture on service quality, and a joint influence of competence and organizational culture on service quality at the Department of Education of West Bandung Regency. Researchers found indications from empirical data that employee competence has a positive influence on service quality. Supported by descriptive analysis results showing that the variable of employee competence with the lowest score is the skills indicator.

In technical terms, the author offers the following suggestions: 1) The Department of Education of West Bandung Regency should enhance education and training activities to improve employee competence in performing their duties and functions better; 2) Employees participating in education and training activities should also be followed by staff to ensure that all departments and sections have equal opportunities to improve their competencies; 3) Technical education and training attended by employees are expected to enhance competence.

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