The Influence of Work Culture and Work Quality on Service Quality in 50 Kota Regency, West Sumatra

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ABSTRACT

Human resource development aims to improve the work culture and work quality of employees so that the public can experience a good service quality with the government as a service provider. This study aims to analyze the influence of work culture and work quality on service quality in 50 Kota Regency. This research uses a quantitative approach with a survey method. The research was conducted at several regional government organizations of the 50 Kota Regency Government, West Sumatra Province. The research population consisting of employees/apparatus in the institutions was used as the research locus. The sampling technique used was purposive random sampling. The respondent in this study consisted of 95 people. The research data were collected using a questionnaire that has been tested for its validity and reliability. It was conducted in Padang Pariaman Regency with 30 respondents. The collected data were analyzed using multiple regression, t-test, and F test. The results showed that work culture and work quality affected service quality in Lima Puluh Kota Regency, West Sumatra.

Keywords: Work culture, quality of work, quality of service, regency of 50 kota.

1. INTRODUCTION

The organization of regional apparatus, by their respective duties and functions in providing services to the community, should always carry out various innovations to meet community satisfactory achievements. With an achievement that can satisfy the community, it will certainly be able to increase trust and a positive image towards the existence of the local government. Conversely, if the various services carried out have not reached expectations that satisfy the community, it will cause a decrease in a community assessment of the local regional government.

Moreover, the large number of needs and desires of community members, who deal with their respective needs, leads local governments to build a work culture and work quality to achieve a quality service satisfying the community. For that reason, local governments in 50 Kota, West Sumatra province must have a concept and strategy that is appropriate and innovative to deal with complaints that services have not been as expected by community, through managing some efforts to improve the work quality of their apparatus resources. The improvement of work culture and work quality is indeed a complex process so that the efforts to increase it require cooperation and sincerity from the leadership to all apparatus resources existing within the regional apparatus organization.

Thus, the research carried out in this era is aimed at how to provide quality service. The function of service to the community is related to the role of local government as a catalyst in fulfilling various community interests. Based on the above background in this research, the problem statements posed are: (1) Is there a relationship between workplace culture and the quality of work of employees in local government organizations in 50 Kota Regency, West Sumatra Province? and (2) Is there a relationship between workplace culture and service quality in regional government apparatus organizations in 50 Kota Regency, West Sumatra Province?

2. LITERATURE REVIEW

2.1 Work Culture

A culture, according to [1], consists of a mental joint program that requires an individual response to the environment. This definition implies that we see culture in our daily behavior, but it is controlled by a deeply implanted mental program.

Work culture is also closely related to the empowerment of employees in an organization [2]. Work

culture can help improve the employee performance because it creates a large level of motivation for employees to give their best ability to take advantage of the opportunities provided by the organization. Shared values make employees feel comfortable in working, have commitment and loyalty and make employees try harder, improve employee performance and job satisfaction, and maintain the competitive advantage. The stronger the work culture, the greater is the incentive for employees to move forward together with the organization.

Then, the work culture implemented by the apparatus is an essential to the improvement of work quality which can also improve the quality of service for the community. Work culture can help provide guidelines for the uniformity of work and activities that can be accepted as something that satisfies society.

In a plural society, the diversity of perceptions on an organizing activity is not an obstacle in building innovation to improve work culture. Because essentially, the community's needs for various matters in daily life are the same; they are, among others, matters related to licensing, access to communication with local governments, and so on. Initiatives coming from the apparatus in building a work culture need to be developed to produce active participation in interactions among colleagues, as well as social interactions in the context of building community satisfaction with the activities carried out by the local government.

In general, there is no exact recipe for a work culture model that can satisfy all components of society, but it is necessary to constantly make adjustments in the development of work culture activities by paying attention to internal and external factors growing and developing in line with the times. On the one hand, efforts can be made to combine various cultural values in the local community with global cultural values growing rapidly in various regions due to the development of information technology in the current 4.0 revolution era, leading the citizens to obtain information easily to compare work culture, work quality, and service quality provided by a local government with those did by other local governments in Indonesia.

If the local government can make the work culture of its officials dynamic, the acceleration of social, economic development and political policy development can be carried out without creating a contradictory atmosphere, thereby strengthening public confidence in the various activities of the administration of the region.

Employees as human resources certainly have a work culture. The work culture must be able to have an impact on performance, one of which is improving services, so that work culture in service is very important. Service culture is a form of strategy taken to retain employees with a customer-oriented culture. This is very important because it will have an impact on the success of an organization [3].

Work culture has a very important role in extracting the best from employees so that these employees retain in the organization for a long time. The organization must provide a comfortable and positive atmosphere for employees so that employees concentrate on their work and do not interfere with other employees at work. Also, the existence of good work culture in an organization will provide a mobile organization to create a conducive organization and for higher customer retention.[4].

Work culture is also an important part of bureaucratic reform aiming to improve the quality of human resources which will have an impact on improving the quality of services to the community and other stakeholders. [5]. In addition, a good work culture will provide satisfaction to employees as internal customers [6]. A work culture can be formed by taking some of the values existing in religious teachings, state philosophy, and habits that are well developed in indigenous people [7]. The right and appropriate work culture is the key to a successful organization, because the presence of an appropriate and appropriate work culture will have an impact on the work quality of employees. Good work culture will be directly proportional to the quality of work that employees have. The more appropriate the work culture, the better is the quality of work presented by the employee.

2.2 Service quality

Public services in government administration in the regions that are carried out must be adaptive to the needs of service recipients, including those that can be seen from what service the recipients feel. To achieve expectations for changes in improving the quality of public services, it is necessary to have regional apparatus organization capable of providing services to take various attempts of resolving public complaints. Service to the community is provided to fulfill the community's rights, whether it is the civil service or public service. It means that service activities are basically about the fulfillment of a right. It is attached to everyone, both individually and in groups (organizations), and is done universally.

Service quality is the result of a comparison between customer expectations before and after getting service. That are, expectations, by the perception, will provide an opinion on the service [8]. The model for measuring service quality widely used currently is the service quality (Servqual) model.[9]. This theory identifies the gaps occurring as long as service expectations exist until service delivery occurs. Considering this, five gaps often occur between service expectations and service delivery. Firstly, service provider's ignorance of customer expectations. Secondly, service providers do not know the standard of service expected by customers. Thirdly, service specifications and service delivery. Fourthly, the gap in service delivery and the last one is the gap between customer expectations about the overall service and the perceived service. The measurement of service quality used has five dimensions, as stated by [9]: reliability, responsiveness, assurance, empathy, and physical evidence. The service quality assessment is given by the service recipient because the expectations in service are owned by the customer and more concretely measured by the service

recipient. Also, customers also have service quality at different levels (Gong, in [10]). The indicators used are based on the theory put forward by [9] which has five indicators: (1) Clear evidence: Physical appearance of service facilities, service equipment, employee displays and communication materials used; (2) Reliability: The ability to provide services as promised properly and correctly; (3) Responsiveness: The desire to help customers and provide fast service; (4) Security: Knowledge and courtesy of officers and their ability to cultivate customer trust; (5) Empathy: Personal care and attention given by officers to the community.

Moenir (in [11]) states that service will be of quality and can satisfy other people being served, so the actor in charge of serving must have four main criteria: polite behavior, how to convey something related to what people receive, concerned with, time to convey the right, and hospitality. The four points above constitute an integrated unit, meaning that the service becomes very good when the community is satisfied with the government organizational units that provide optimal services.

Therefore, government employees and local governments are responsible for providing the best service to the community, to create community welfare. Thus, government institutions and local government institutions should always strive to improve the capacity of their apparatus, to create a reliable ability to run the government and to provide services to the community.

2.3 Quality of Work

In essence, the quality of work can be seen from the perspective of employees and the community who use the services of an institution or company. From various studies, the results of the quality assessment of the two perspectives are different, sometimes they are the same, and some other times are different. Also, understanding the quality of work can be seen from various dimensions as an aspect of measurement. Quality of work is generally seen in a certain period based on dimensions built with certain characteristics that are considered capable of showing results to satisfy society.

Maintaining the quality of work is an important part of government administration in the regions to show the community that local governments have credibility in carrying out their duties and functions. Especially in general, during the industrial revolution era 4.0, people are currently more enthusiastic in assessing the quality of work massively compared to the past, which tended to expect more efficient work results. For this reason, regional apparatus organizations as a modern organization must always develop enthusiasm and initiative of employees in carrying out work to improve the quality of their work to meet expectations that satisfy the community.

Various work activities, including services to the community at this time, can no longer be built with the minimum assumptions that have been implemented, but a work activity must be built to produce something that is assumed to be the best achievement to meet the

expectations of satisfying the community. Job satisfaction arises when individuals work following what they want and expect (Robbins and Timothy, 2015). Match between expectations and reality is important to be realized. This is related to job satisfaction that will be obtained later.

Some of the opinions of experts on work quality include, the quality of work (job quality) or what is also known as performance quality is a reflection of perfection, consistency, adherence to standards and procedures, considering customers as a priority to provide reliable products that can even solve problems [12]. Work quality is also defined as a condition of overall satisfaction that includes objective aspects of material well-being, satisfactory relationships between employees and the physical and social environment, as well as calculations from objective and subjective assessments of physical, psychological, and social welfare assessments.[13].

Measuring the quality of work can be done by combining non-economic aspects in the measurement [14]. This suggests that the measurement of work quality is not only based on extrinsic aspects. In the concept he proposes, all indicators can be defined at each level so that the distribution of work quality can be tested in each workforce.

3. METHODS

This research used quantitative methods with a descriptive approach. The research location was carried out at several regional apparatus organizations in the Regency of 50 Kota, West Sumatra Province. Determination of the sample was conducted using a purposive random sampling technique. Data collection was carried out using a Likert scale questionnaire. Respondents who filled out a complete questionnaire and were able to process data were 95 people. The data analysis technique was carried out by using descriptive analysis, validity test, reliability test, and classical assumption test which included data normality test, heteroscedasticity, multicollinearity, and multiple-linear regression. Data analysis used multiple regression analyses by performing a T-test and F test. The research variables included X1 = Work Culture, X2 = Work Quality, and Y = Service Quality.

In this study, the validity test was carried out at the One- Stop Investment Service and Integrated Services (DMPTSP) Office of Padang Pariaman Regency, which totaled 30 respondents. After the validity test results are carried out, the validity test of each research variable is as follows:

Work Culture Variable

The results of the validity of this leadership variable are as follows:

Question Items	R table	Correlations
Item 1	.361	.517
Item 2	.361	.646
Item 3	.361	.512
Item 4	.361	.933
Item 5	.361	.465
Item 6	.361	.655
Item 7	.361	.377
Item 8	.361	.515
Item 9	.361	.378
Item 10	.361	.453
Item 11	.361	.518
Item 12	.361	.518

From the table above, we can see that the results of the validity test on this work culture variable are valid.

Quality of Service Variable

Question Items	R table	Correlations
Item 1	.361	.538
Item 2	.361	.454
Item 3	.361	.496

Question Items	R table	Correlations
Item 1	.361	.362
Item 2	.361	.629
Item 3	.361	.422
Item 4	.361	.453
Item 5	.361	.380
Item 6	.361	.516
Item 7	.361	.865
Item 8	.361	.597
Item 9	.361	.807

	R table	Correlations
Item 10	.361	.403
Item 11	.361	.627
Item 12	.361	.674
Item 13	.361	.623
Item 14	.361	.389
Item 15	.361	.592
Item 16	.361	.387
Item 17	.361	.541
Item 18	.361	.552
Item 19	.361	.457
Item 20	.361	.753
Item 21	.361	.636

From the table above, we can see that the correlation value of each question items has a value more than R_{table} is 0,361. So we can conclude that each questions of sub variable quality of service tested is valid and can be researched.

Variable Quality of Work

	R table	Correlations
Item 4	.361	.553
Item 5	.361	.853
Item 7	.361	.816
Item 8	.361	.747
Item 9	.361	.392

From the table above, we can see that the correlation value of each question items has a value more than R_{table} is 0,361. So we can conclude that each questions of sub variable quality of work tested valid and can be researched.

4. RESULTS AND DISCUSSIONS

4.1 Results

4.1.1 Normality test

The results of the normality test of this study can be seen in the figure below:

Figure 1. Normality Test Results
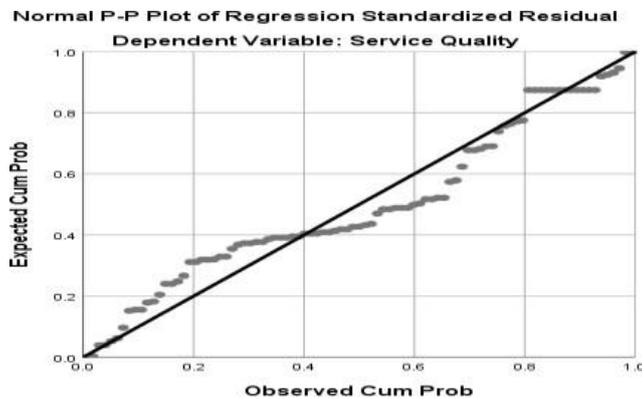
From the results of output above, we can see that the points along the diagonal line are a form of distribution in this study that is well distributed and normal. With the results of the P-Plot image on the normality test, it is also confirmed by the results of the normality test with One-Sample Kolmogorov-Smirnov.

4.1.1.1 Normality test

The data below are the test results of normality using the One-Sample Kolmogorov-Smirnov method. The results can be seen in the table below:

Table 1. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		91
Normal Parameters, b	Mean	.0000000
	Std. Deviation	2.29950428
Most Extreme Differences	Absolute	.107
	Positive	.107
	Negative	-.064
Statistical Test		.107
Asymp. Sig. (2-tailed)		.111c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

From the output above, it can be seen that the result of the Asymp. Sig (2-tailed) is 0.111 greater than 0.05, so the research data is declared to meet the assumptions and is normally distributed. So we can conclude that the data for all research variables can be tested further.

4.1.1.2 Multicollinearity Test

We can see the multicollinearity test results from this study in the image below:

Table 2. Multicollinearity Test Results
Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.	.0% Confidence Interval for B Lower Bound	Upper Bound	Collinearity Statistics Tolerance	VIF
1	(Constant)	5,970	3,914		1,525	.131	-1,808	13,749		
	Work Culture	.528	.074	.605	7,164	.000	.381	.674	.999	1,001
	Job Quality	-.023	.029	-.066	-785	.434	-.081	.035	.999	1,001

a. Dependent Variable: Service Quality

From the results of the output above, we can see that the tolerance value has a value greater than 0.10. Meanwhile, the VIF value of this study has a small value of 10. Therefore, it can be explained that in this study there is no multicollinearity problem. It can be stated that there is no perfect correlation between research variables.

4.1.1.3 Heteroscedasticity test

In this study, the results of the heteroscedasticity test can be seen in the image below:
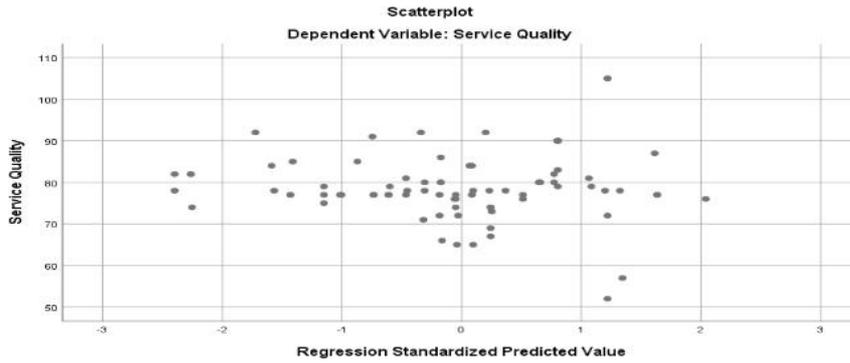
Figure 2. Heteroscedasticity test

Figure 2 indicates that the results of this research data are illustrated with points, where these points are located above the zero on the Y-axis. This point also does not form a certain pattern. Of course, this means that the research data does not have a problem with heteroscedasticity.

4.1.2 Partial Test (Hypothesis Test)

4.1.2.1 T-Test for Variable X1 against Y

In this first hypothesis test, it aims to test whether or not the influence of the variable X1 on Y is present. Regarding the results of the T-test, it can be seen in the table below:

Table 3 Results of Partial Test X1 against Y Coefficients a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	4,073	3,073		1,326	.188
Work Culture	.529	.073	.607	7,201	.000

a. Dependent Variable: Quality of Work

From the output results above, it can be seen that the significance value of the work culture variable is 0.000, which is smaller than 0.05. It can be stated that the work culture variable has a significant effect on work quality.

4.1.3 T-Test for Variable X2 Against Y

The second hypothesis test aims to test whether or not the influence of the X2 variable on Y is present. Regarding the results of the T-test, it can be seen in the table below:

Table 4. Results of X2 Partial Test against Y

Coefficients a

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	28,381	2,943		9,643	.000
Job Quality	-.028	.037	-.081	-768	.444

a. Dependent Variable: Service Quality

From the output data above, it can be seen that the significance value of the work quality variable is 0.444, greater than 0.05. It indicates that there is no effect of work quality on service quality.

4.1.4 Simultaneous Test (F) of Variables X1 and   X2 against Y

Table 5. F Test of X1 and X2 Variables Against Y

ANOVA a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	282,523	2	141,261	26,121	.000b
	Residual	475,895	88	5,408		
	Total	758,418	90			

a. Dependent Variable: Service Quality
b. Predictors: (Constant), Work Culture, Job Quality

From the output results above, it can be seen that the significance value of work culture and service quality variables is 0.000, this value is small than 0.05. This explains that all variables simultaneously have a significant effect on work quality. In conclusion, H0 is not supported and H3 is supported. This means that work culture and work quality variables have a positive effect on service quality.

4.1.5 Coefficient of Determination (R2)

Table 6. Results of the Coefficient of Determination of Variables X1 and X2 Against Y

Model Summary b

Model	R	R Square	Adjusted R Square	Error of the Estimate	Durbin-Watson
1	.610a	.373	.358	2,325	1,622

a. Predictors: (Constant), Work Culture, Job Quality
b. Dependent Variable: Service Quality

From the results of the output above, it can be explained that the coefficient of determination of the work culture and service quality variables on work quality is 0.358 or 35.8%. This means that work culture and work quality variables affect service quality by 35.8% while the remaining 64.2% are affected by other variables excluded from this study.

4.2   DISCUSSION

From the output results above, it can be seen that the significance value of the work culture variable is 0.000, which is smaller than 0.05. This indicates that the work culture variable has a significant effect on work quality.
This means that Ho-1 is not supported and Ha-1 is supported, in which the value of work culture has a significant influence on service quality, so that the first hypothesis regarding the value of work culture has been tested.

The increasing work culture applied by employees has led to an increase in the quality of services provided to the community. These results are in line with several previous studies, including [15] who examined the influence of organizational culture on the work quality of employees at the Bina Marga Office of West Java Province, finding that there was a fairly high influence of organizational culture on the quality of employee work. Thus, if the organizational culture is implemented well enough, it will improve the quality of employee work. Next, [16] who researched the Aceh government's mother and child hospital, found that service quality was strongly influenced by organizational culture with a determination coefficient of R. square or R^2 of 0.630, by measuring organizational culture using Denison theory and service quality using Parasuraman theory, etc. Then the results of another research [17] intended to measure the work culture at the Bongan District Head Office, West Kutai Regency showed that there is a significant influence. Measurement of working crocodiles was carried out using Robbins' theory and service quality using indicators from Sinambela. Furthermore, Riani, etc. [18] in their research found the influence of work culture on the quality of e-KTP services in Cikajang sub-district, Garut Regency, with size effect of 23.78%, belonging to good category. However, the difference of it from this research lies on the work culture indicator it used, i.e. the indicators according to Ndraha and the indicator of service quality according to Parasuraman, etc. Meanwhile, this current study uses indicators suggested by [19]. But in terms of service quality, this study [18] used service indicators from Parasuman, etc[20]. Generally, the results of this study and previous research indicate a significant influence of work culture on work quality, although the researches use indicators from different work culture theories and service quality theories. However, the results of previous researches and the results of this study respectively seem to strengthen the results obtained from the researches that have been carried out. Thus, the development of a work culture that has positive values needs to be continuously developed, because it is proven that the increasing application of a positive work culture will also increase the

quality of services provided by employees to the community. Therefore, it is necessary for local governments to build periodically and sustainably a synergistic orientation of understanding human resource management as one of the priority scales, to improve the quality of these services.

By managing a work culture in a planned and sustainable manner, various habits within the scope of daily work carried out by employees can be manifested into the habit of doing every job carried out in the best way and not carelessly. Also, the management of work culture can develop employees' self-existence supported by efforts to build a quality work environment so that it can shape one's personality values at work which results in creative and innovative conceptual and operational abilities, based on a willingness to expand the evolving science and technology horizons about his work.

From the output data above, it can be seen that the significance value of the work quality variable is 0.444, greater than 0.05. This indicates that there is no effect of work quality on service quality.

Based on these findings, it means that Ho-2 is supported and Ha-2 is not supported, it can be seen from several relevant upstream studies that there may not be this partial effect because the quality of work is closely related to work performance or employee performance. It is in line with previous research (Ceswirdani, etc., 2017) examining the effect of competence and work quality on employee work performance in the Kuranji sub-district office using indicators of employee work quality according to Hasibuan, including (a) self-potential, which is an ability, strength, whether not yet realized or what has been materialized, which is owned by a person but has not been fully seen or utilized optimally, and (b) optimal work results, must be owned by an employee, the employee must be able to provide results work the best, Then, the results of study [21] showed the effect of job satisfaction and organizational commitment on the turnover intention of 3-star hotel employees in Yogyakarta, and that job satisfaction is related to the commitment of employees in carrying out their work. Job satisfaction can lead employees to stay in the workplace because they work comfortably. This research uses some indicators: job satisfaction with superiors, job satisfaction with colleagues, job satisfaction with salaries, job satisfaction with promotions, and job satisfaction with the job itself. Who did find job satisfaction related to the commitment of employees in carrying out their work? Job satisfaction can cause employees to stay in the workplace because they can work comfortably. This research uses some indicators: job satisfaction with superiors, job satisfaction with colleagues, job satisfaction with salaries, job satisfaction with promotions, and job satisfaction with the job itself. By connecting the results of this study with the two studies, it can be seen that the quality of work tends to the employees themselves, while service quality is a matter of interaction with the community or customers. Therefore, it can be found that there is no significant effect if the work quality is partially tested on service quality in this study. This is because job satisfaction is an individual matter. Employees

will fulfill their obligations better at work if they have positive feelings and there is improved task persistence and support from colleagues. As stated by Robbins and Timothy, job satisfaction arises when individuals work following what they want and expect, then Cheng,

However, if the test is carried out simultaneously, the significance value of work culture and service quality variables is 0.000, less than 0.05. This explains that all variables have a significant effect simultaneously on service quality. In conclusion, Ho-3 is not supported and Ha-3 is supported. This means that work culture and work quality variables have a positive effect on service quality. The coefficient of determination of work culture variables and work quality on service quality is 35.8%.

Based on the findings of this study, it can be seen that if the quality of work is carried out with a work culture encouragement, it will have an impact on the quality of service performed by these employees. This researcher's view builds on the assumption that job satisfaction of employees tends to be controlled by the values of work culture contained in the individual in viewing the implementation of their work, including in carrying out work activities related to the quality of services provided to the community according to their respective fields of duty. The results of previous research conducted by [22], entitled *The Influence of Organizational Culture and Job Satisfaction on Organizational Commitment to Improving Employee Performance*, viewed from the results of the concurrent test, show that organizational culture has a positive and significant effect on performance through organizational job satisfaction. Furthermore, referring to several studies he argued that a strong work culture encourages organizational success by guiding behavior and giving meaning to its activities to have a high sense of job satisfaction to carry out tasks more effectively. With the support and attention, even comfort and safety in their work, it is possible to complete the tasks assigned to them because they have satisfaction with their work.

Thus, it will have an impact on the services provided to the public or the public as the results of research [23][24]. The results obtained in their research indicate that quality service can be obtained by the community if the work culture and work quality of employees in the work organization have increased in carrying out their work. Similarly, the results of research conducted by [25] found that a good organizational culture and work ethic will be able to build service quality that is in line with student needs and be able to become external marketing for other prospective students to invite to study at the institution.

5. CONCLUSION

Based on the results of this study it can be concluded that if the test is carried out simultaneously, the significance value of work culture and service quality variables is 0.000, this value is smaller than 0.05. This explains that all

variables have a significant effect simultaneously on service quality. In conclusion, Ho is not supported and H3 is supported. This means that work culture and work quality variables have a positive effect on service quality. The coefficient of determination of work culture and work quality variables on service quality is 35.8%.

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