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The Impact of Organizational Culture on Public Service Quality in the Baubau City Regional Secretariat

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ABSTRACT

This study aims to examine the effect of organizational culture on the quality of public services offered by the Baubau City Regional Secretariat. This study involves quantitative descriptive research, a technique used to assess the state of natural items in which the researcher is the principal instrument. The results of the SPSS test demonstrate that the sig value is known. The t value for the influence of organizational culture on the quality of public services is 4.418, which is more than 0.676. Consequently, the study's premise is accepted, indicating that organizational culture influences the quality of public services. According to the SPSS test, the R Square value is 0.394, indicating that organizational culture has a 39.4 percent influence on the quality of public services. The research findings indicate that 60.4% of variables beyond the scope of this study influence the quality of service at the Baubau City Regional Secretariat.

KEYWORDS: Local Government, Organizational Culture, Quality of Public Service

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INTRODUCTION

Government agencies are organizations consisting of people who have been carefully selected to carry out state duties as a form of community service because government agencies have duties, one of which is civil servants. An organization, according to Robbins, is an organized social unit with certain objectives with generally established limits that operate on a relatively continuous basis to achieve a common goal or set of goals (Hadian, 2017).

Public Service Legislation (officially known as Law Number 25 of 2009 concerning Public Services) is a law that regulates the principles of good governance, which is the implementation of government activities (Lawelai et al., 2021). The Code of Ethics for Civil Servants as stated in Government Regulation Number 42 of 2004 is a guideline for the attitudes, behaviors, and actions of Civil Servants in carrying out their daily duties and associations.

The quality of service in a government agency is closely related to the culture of the agency (Wimmer et al., 2020). Background is the purpose of government agencies, namely, to offer public services, so that the situation within government agencies, one of which is organizational culture, can affect the quality of services.

Organizational culture is the glue that unites the members of the organization through common ideals (Schlesinger, 2017). The culture of the organization is reflected in the daily behavior of its members, implying that it is also practiced daily at work. The quality of service will improve when the corporate culture is internalized. This suggests that the greater the quality of services provided, the stronger the company culture or basic principles agreed upon.

The performance assessment of the organizational apparatus is very important (Marlian et al., 2021), for the Regional Secretariat as an organization that carries out the function of coordination and administrative technical services to all regional government vertical devices/agencies, especially in efforts to improve in the future. Apparatus performance appraisal is effective for analyzing quantity, descriptive and efficient service quality, incentives, and budget adjustments (Čolić, 2012).

The Regional Secretariat as a public organization with the main task and function of coordinating and providing administrative services requires information about the performance of the apparatus in the organization to assess the extent to which the organization's services can meet expectations and satisfy service users.

Victor Tan, gave the following characteristics of organizational culture referring to organizational culture as one of the internal variables in improving organizational performance in this situation about expected services according to the (Karyotakis & Moustakis, 2016): (1) Individual initiative, (2) Integration, (3) Control, (4) Conflict Tolerance, (5) Communication Patterns, (6) Risk Tolerance, (7) Guidance, (8) Management Support, (9) Identity (10) Reward system.

Observations at the Baubau City Regional Secretariat revealed various organizational and service culture issues, among others: The police seemed uninterested in offering services, so the results were substandard. There is an ongoing prejudice in services that promote familial relationships (family/co-workers). There are still employees who relax and leave without permission during working hours, wasting free time, and causing the work done to be unsavory.

METHODS

A quantitative descriptive method is used in this study. Quantitative research uses a survey technique to collect data on how people act when they are asked to solve problems. Students are the unit of analysis in this study based on the parameters analyzed. According to (Sugiyono, 2014), in determining the sample size using the Krejcie table. Krejcie in calculating the sample size is based on an error of 5%. So, the sample obtained has 95% confidence in the population (Alili & Krstev, 2019). So, the sampling is based on the krejcie table, with a population of 149 then the sample used is 108. So, in this study with a population of 149, the sample to be taken was 108 people.

In this study, a correlational approach was used to evaluate and analyze the relationship between the independent and dependent variables. The sample for this study was collected using observation and questionnaires. The questionnaire instrument consists of statements on variables assessed on a Likert scale with five score ranges,

namely strongly agree, agree, hesitate, disagree, and strongly disagree. The distribution of this research questionnaire was done online using Google Form. The data in this study were examined using simple linear regression to see whether there was an influence between the independent variable and the dependent variable. In this investigation, the SPSS 26 application tool was used.

RESULTS AND DISCUSSION

Data collection techniques in the form of questionnaires were used to determine the influence of organizational culture on the quality of public services at the Baubau City Regional Secretariat, followed by quantitative tests using statistical formulas and computer software with the Statistical Predict process to present hypotheses. See the findings of the SPSS calculation below, which are deemed beneficial for data analysis with the goal of determining the extent of the effect of organizational culture on the quality of public services in the Baubau City Regional Secretariat.

In the SPSS analysis to see whether the question items are valid or not is carried out by looking at the numbers located in the column "Corrected Item Total Correlation". If the number in the column is greater than 0.1891 then the question item is valid. Here are the results of the SPSS calculation of 26 question items from organizational culture variables:

Table 1. Item-Total Statistics Organizational Culture Variables

Items	Corrected Item-Total Correlation	rtabel	Desc.
Individual initiatives	0.198	0.189	Valid
Briefing	0.375	0.189	Valid
Integration	0.427	0.189	Valid
Support from management	0.344	0.189	Valid
Communication patterns	0.227	0.189	Valid
Tolerance to conflicts	0.502	0.189	Valid

From the *column "Corrected Item Total Correlation"* in the table above, all question items are greater than 0.1891, thus it can be concluded that all questions on variable x (organizational culture) are valid.

For the results of the analysis of the validity of the variable Y (quality of public services) can be seen in the following table:

Table 2. Item-Total Statistics Quality of Public Services Variable

Items	Corrected Item-Total Correlation	rtabel	Desc.
Direct Evidence	0.237	0.189	Valid
Reliability	0.331	0.189	Valid
Responsiveness	0.388	0.189	Valid
Guarantee	0.260	0.189	Valid
Empathy	0.400	0.189	Valid

In the table above, the column "Corrected Item Total Correlation" looks all items of display greater than 0.1891 thus it can be concluded that all questions on variable Y (quality of public service) are valid.

After testing the validity, reliability testing is then carried out. Reliability tests are used to determine the consistency of the measuring instrument, whether the measuring instrument used is reliable and remains consistent if the measurement is repeated. In SPSS programs a frequently used method is to use Cronbach's Alpha motto.

The results of the variable X (Organizational culture) reliability test are as follows:

Reliability of Organizational Culture Variables.

Table 3. Test the Reliability of Organizational Culture Variables

Reliability Statistics	
Cronbach's Alpha	N of Items
.830	24

As for the variable X, it is as follows:

Table 4. Reliability Test of Variable Quality of Service

Reliability Statistics	
Cronbach's Alpha	N of Items
.767	15

The test results for variables X and Y showed that the koefcronbach alpha was 0.830 and 0.768 was greater than the standard koefcronbach Alpha of 0.7. Thus, both the variables X and Y are equally reliable, which means the items of the statements made in the questionnaire can be used.

In this section, a discussion of the results of research on the influence of the quality of public services in the regional secretariat of Baubau City will be discussed. This discussion will provide answers to the formulation of research problems which are described as follows:

Organizational Culture of the Regional Secretariat of Baubau City

In the Regional Secretariat of Baubau City, the author applies Victor Tan's theory to analyze organizational culture (Lai, 2018), which puts forward the characteristics or characteristics of organizational culture, namely individual initiative, integration, control, conflict tolerance, communication patterns, and reward systems. It is critical for the organization to focus on these aspects to achieve its objectives. A healthy organizational culture is defined as one that develops or enhances the attributes described above, which may be utilized as fundamental principles and guidelines for conduct (Matheus et al., 2021)

The organizational culture in the regional secretariat of Baubau City when viewed from 8 supporting indicators, namely: individual initiatives, direction, integration, support from management, communication patterns, tolerance for conflicts, control, and reward systems (Zhang et al., 2020). Overall, the organizational culture in the regional secretariat of Baubau City is in the good category with a percentage achievement rate of 76.02 percent. Judging from the results of percentage measurements, individual initiative indicators are at a percentage level of 62.96 percent, direction 75.90 percent, integration 45.40 percent, support from management 70.40 percent, communication patterns 71.30 percent, tolerance to conflict 45.37 percent, control 60.20 percent and a reward system 74.10 percent.

Of the eight indicators, namely, individual initiatives, direction, integration, support from management, communication patterns, conflict tolerance, control, and reward systems are in the good category, and the majority of people or respondents showed agreement with the elements or that include these indicators, while in the conflict tolerance indicators got the lowest score with only 64.691 percent, the majority of employees have not been so free in convey criticisms, ideas and suggestions to the leadership. This is because there is still a sense of awkwardness towards the leadership and even tends to be afraid of the leadership. Likewise, openness in accepting criticism, suggestions and ideas, not fully accepted ideas, suggestions, and criticisms are well received, especially those that come from society, if they are accepted but not implemented or implemented and even tend to be ignored. The integration indicator is the second lowest at 67.16 percent of integration or coordination between units in the organization and cooperation between individuals in the organization has not gone well. Coordination is necessary to complete the work more easily, quickly and precisely. By coordinating with each other, of course, it can improve the quality of service.

Quality of service of the Regional Secretariat of Baubau City

The service quality is characterized by efforts to meet customers' wants and desires, as well as precision in doing so (Meuleman, 2021). It should be emphasized that the effectiveness of public services depends heavily on two parties: the apparatus (servants) and the community (who are served).

Quality and professional public services, defined as the existence of visible direct evidence in the form of aspects that can be seen and reached, reliability or ability to provide the promised services quickly and precisely, the responsiveness or responsiveness of service delivery, guarantees, namely: in the form of service provider ability, politeness, trustworthiness, and free from risk hazards, as well as empathy or ease of access (Asmu'i & Fitriati, 2014). The next step is effectiveness, which prioritizes the achievement of goals and objectives (Marlian et al., 2021). Simple means that the procedure/service is carried out simply, quickly, precisely, and straightforwardly and cannot be stored in stock but can be used immediately at the time of production.

The level of quality of service to the organizational culture at the regional secretariat of Baubau City. Based on the percentage of findings, the direct evidence indicators were 75.00 percent, dependence was 75.00 percent, responsiveness was 60.20 percent, guarantees were 80.56 percent, and empathy was 44.44 percent. With a percentage of 77.93 percent belongs to the good group. This indicates that the services provided by the regional secretariat of Baubau City are of high quality.

The Influence of Organizational Culture on the Quality of Public Services

To find out whether there is an influence of organizational culture on the Quality of Public Services, an analysis of SPSS data processing is carried out as follows:

Table 5. Simple Regression Test (Dependent Variable: Quality of Public Services)

Type	Coefficients ^a				Sig.
	Unstandardized Coefficients		Standardized Coefficients	t	
	B	Std. Error	Beta		
1 (Constant)	35.014	5.748		6.092	.000
Organizational Culture	.267	.060	.394	4.418	.000

Based on the table above, it is known the sig value. for the influence of organizational culture (X) on the Quality of Public Service (Y) is $0.00 > 0.05$ and the calculated value of t is $4.418 > t \text{ table } 0.676$ so it can be concluded that the hypothesis of this study is accepted which means that there is an influence of organizational culture (X) on the Quality of Public Service (Y).

Furthermore, to find out how much influence organizational culture (X) has on the Quality of Public Services (Y), an analysis of SPSS data processing is carried out as follows:

Table 6. Coefficient of Correlation and Determination (Predictors: (Constant), Organizational Culture)

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394 ^a	.156	.148	3.659

Based on the output above, it is known that the value of R Square is 0.394, this means that the influence of organizational culture (X) is partially devoured public service quality (Y) is 39.4%. The results of the analysis show that there are still 60.4% variables outside this study that affect the quality of services at the Baubau City Regional Secretariat.

The study findings show that organizational culture has an impact on service quality. In public organizations, the quality of services is inextricably linked with organizational culture (Marlian et al., 2021). The background is the purpose of government agencies, namely providing public services, so that the situation in the environment of government agencies, one of which is organizational culture, can affect the quality of services. The better the company culture, the more encouraged the staff will be to provide excellent service to all consumers. Organizational culture is the glue that unites the members of the organization through common ideals. The culture of the organization is reflected in the daily behavior of its members, implying that it is also a daily practice in the workplace. The quality of service will improve when the corporate culture is internalized (Schedler et al., 2019). This suggests that the stronger the agreed corporate culture or underlying principles, the higher the quality of services provided.

CONCLUSION

Organizational culture is crucial in determining the extent to which a company's success may be increased. According to the findings of a study on the influence of organizational culture on the quality of public services in the regional secretariat of Baubau City, they are able to carry out activities that have been optimized by the leadership, but there are still others who are quite capable and require improvement. The regional secretariat of Baubau City has a good organizational culture (76.02 percent). Individual initiative indicators are at 62.96 percent, direction is at 75.90 percent, integration is at 45.40 percent, management support is at 70.40 percent, communication patterns are at 71.30 percent, tolerance for conflict is at 45.37 percent, control is at 60.20 percent, and the reward system is at 74.10 percent, indicating support for organizational culture variables. The proportion of service quality to the organizational culture of the regional secretariat of Baubau City. According to the proportion of results, the direct evidence indicators were 75.00 percent, reliance was 75.00 percent, responsiveness was

60.20 percent, guarantees were 80.56 percent, and empathy was 44.44 percent. The percentage of the exceptional group is 77.93 percent. This indicates that the regional secretariat of Baubau City provides high-quality services.

As shown in the SPSS 26 test, the sig. value for the influence of organizational culture on the Quality of Public Services is $0.00 > 0.05$, and the calculated t value is $4.418 > t$ table 0.676 , indicating that the hypothesis of this study is accepted, indicating that organizational culture has an effect on the Quality of Public Services. The SPSS 26 R Square score of 0.394 suggests that organizational culture has a 39.4 percent influence on the quality of public service. According to the conclusions of the analysis, 60.4% of the variables that impact the quality of services at the Baubau City Regional Secretariat lie beyond the scope of this study.

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