

## **Analysis of the Effect of Employee Performance, Job Satisfaction, and Organizational Culture on Improving the Quality of Services at the Office of Investment and One Door Integrated Licensing Services (DPM-P2TSP) Sorong District.**

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**Abstract:** The purpose of the study was to determine the simultaneous and partial effect of employee performance, job satisfaction, and organizational culture on service quality at the One Stop Integrated Licensing and Investment Service Office, Sorong Regency. Based on the research hypothesis F test, it was found that simultaneously employee performance, job satisfaction, and organizational culture have a significant positive effect on service quality. In addition, through the multiple correlation test, it was found that the relationship between the three independent variables on the service quality variable has a very large number and is included in a very close relationship. The quality of service carried out by the One Stop Integrated Licensing and Investment Service through the employees in the Service has a relationship or is closely related to several things, especially the 3 factors raised in this study, namely: 1. employee performance, 2. job satisfaction, and 3. Organizational culture. As a government organization in the field of regional licensing, it is appropriate to provide services to the community.

**Keywords:** Employees, Satisfaction, Culture, Service.

### **Introduction**

Economic growth is the basis for sustainable development. Sustainable development is very unlikely for developing countries to improve the quality of life of a growing population without economic growth. Economic growth is mainly enhanced by expanding improvements in infrastructure, improving education and health services, improving transportation and communication, encouraging foreign and local investment, cheap housing, rebuilding the environment and strengthening the agricultural sector (Egunjobi, 2013). The implementation of regional autonomy policies in Indonesia raises great expectations for the community, especially in terms of improving public services. The development of community demands as an indication of an increasingly critical role in wanting a bureaucracy in professional government organizations, especially in the implementation of quality public services. The essence of decentralization is the autonomy of a society in a certain area. In regional autonomy, service management matters are the authority of the regional government so that it will close the distance between service providers and those served. Local governments are

considered to be able to better understand the wishes of local residents so that decision-making in providing services is more responsive to community demands (Utomo, 2008). The substance of public services is always associated with an activity carried out by a person or group of people or certain agencies to provide assistance and convenience to the community in order to achieve certain goals. This public service is becoming increasingly important because it is always in touch with people who have a variety of interests and goals. Therefore, public service institutions can be carried out by the government or by non-government. If the government is a bureaucratic organization in public services, then the government bureaucratic organization is the foremost organization related to public services. In terms of government institutions providing services, the most important thing is how to provide assistance and convenience to the community in order to meet their needs and interests (Rudianto, 2005). Furthermore, if it is associated with public administration, service is the quality of service by bureaucrats to the community. In carrying out its service functions, Public organizations through their bureaucrats will be exposed to the public or the public who have an interest or need for public services. Public administration reform is directed at the overall implementation of government management functions based on the need to increase speed, effectiveness and quality of services in accordance with the dynamics of community progress and development challenges. Strong public administration also has the meaning of having credibility and accountability in solving various government problems that are increasingly complex in a fundamental and sustainable manner, especially in an effort to realize an increase in welfare in an equitable manner and increase competitiveness in order to establish themselves in the era of regional autonomy and decentralization of regional government (Rakhmat, 2011). 2005). Good public services can encourage the improvement of community welfare. Entwistle (2005) states that effective public administration services will be able to save the budget so that the state budget can be allocated for needs directly related to people's welfare. In addition, the effectiveness of administrative services will accelerate the fulfillment of administrative needs to accelerate the economic growth of the community. The National Development Planning Agency (Bappenas, 2003) states that research on public services is a very important research. Quality public services are one of the pillars to show changes in government administration in favor of improving people's welfare. Public services are a reflection of the independence of the community in the area concerned, in an effort to obtain satisfactory services to improve their welfare. The Sorong Regency Government as part of the Government of the Republic of Indonesia certainly cannot be separated from efforts to reform public administration with the aim of accelerating the economic growth of its people. For this reason, it is necessary to create good governance. Administrative services in question are administrative services that support the growth and development of the business sector. Therefore, the Sorong Regency Government to improve maximum service for the business world in this government area, an official agency was formed in accordance with the provisions of the central government related to licensing. The institution is called the One Stop Integrated Service and Investment Service (DPM-PTSP) of Sorong Regency. If we look at the problems faced by the One Stop Integrated Investment and Licensing Service (DPM-P2TSP), the quality of service provided by this government agency or unit still needs to be improved. Indeed, this service in Sorong Regency has not been formed for a long time, so maybe its employees do not clearly understand the work or things that need to be done related to maximum service as mandated by the central government and support the vision and mission of the Regent and Deputy Regent of Sorong Regency who are also expect quality services to the local community. When viewed from employee performance factors, this still needs to be done an independent research as a suggestion for improving the performance of employees in this unit. Likewise, those related to the problem of job satisfaction felt by all employees and organizational culture factors, especially culture that focuses on improving the quality of public services as the title of this study, namely: Analysis of the Effect of Employee Performance, Job Satisfaction, and

Organizational Culture on Quality Improvement Services at the One Stop Integrated Investment and Licensing Service (DPM-P2TSP) Sorong Regency.

## Literature Review

### 2.1. Economic Development Theory

Economic development is seen as an increase in per capita income and the pace of economic development is indicated by using the GDP growth rate for the national level and GRDP for the regional level. The definition of development cannot be separated from the notion of economic development, because basically both the purpose of development and economic development is to improve people's welfare. The difference is that economic development only includes the efforts of a community to develop economic activities and increase the level of community income, while development in the most basic sense must include material and financial problems in people's lives. Thus, economic development has three important characteristics, namely:

1. A process which is a continuous change;
2. Efforts to increase the level of income per capita;
3. The increase in per capita income must continue in the long term.

According to Karl Marx, development should take a "historical dialectic" approach, namely viewing the development process as a moving picture: observing social phenomena by examining "places" and "processes" of change. History moves from one stage to another. For Marx, a high level of per capita income in an economic environment is a precondition for future prosperity. The Sorong Regency Government as part of the Government of the Republic of Indonesia certainly cannot be separated from efforts to reform public administration with the aim of accelerating the economic growth of its people. For this reason, it is necessary to create good governance. Administrative services in question are administrative services that support the growth and development of the business sector. Public administration here is the administration in the management of business permits, business permits are intended for Micro, Small and Medium Enterprises (MSMEs). Keynes (1936) argues that the key to growth is "real investment", for example in new infrastructure projects. This investment, according to him, will have a positive effect on job creation and subsequently generate prosperity through a multiplier effect. For example, if the government finances road construction, this creates jobs not only for road builders, but also for suppliers of road materials and other equipment. The workers will spend money on other people's work, and the company will make a profit that will be invested further. Keynes saw the "role of government" in supporting economic growth.

### 2.2 Economic Growth Theory

Arsyad (1997) in Prishardoyo (2008) states that economic growth is defined as an increase in GDP regardless of whether the increase is greater or less than the population growth rate or whether changes in economic structure occur or not. If you want to know the rate of economic growth, we have to compare national income from year to year. In comparing it, it must be realized that changes in the value of national income that occur from year to year are caused by two factors, namely changes in the level of economic activity and changes in prices. The influence of the second factor is caused by the assessment of national income according to the prices prevailing in the year concerned. An economy is said to be experiencing growth or development if the level of economic activity achieved is higher than the previous time. Sukirno (1994) states that the factors that influence economic growth are as follows:

1. Land and other natural resources Natural wealth will be economic

2. The number and quality of the population and workforce. Population facilitates efforts to build a country's economy, especially in the early stages of the growth process, which increases or hinders economic growth. The bad effect of population growth on economic growth can occur when the population is not proportional to the available production factors.

3. Capital goods and the level of technology. Capital goods are important in enhancing the efficiency of economic growth, capital goods are greatly increasing in number and technology that has become more modern plays an important role in realizing high economic progress.

4. Social systems and attitudes of society. The attitude of the community will determine the extent to which economic growth can be achieved.

5. Market area as a source of growth. Adam Smith has shown that specialization is limited by the size of the market, and limited specialization limits economic growth.

Mahmudi (2005) said that public services are all service activities carried out by public service providers (state apparatus) as an effort to fulfill public needs and implement laws and regulations. Mahmudi also classifies public services into 2 (two) classifications, namely:

1. Basic Needs Services, consisting of: Health; Basic education; and basic necessities of the community.

2. General services, consisting of: administrative services; and Goods Service.

In addition, public services are also viewed from two different sides in achieving their goals, namely:

a. Orientation to processes related to issues of responsibility, responsiveness, accountability and openness.

b. Orientation on results concerning issues of effectiveness, efficiency, productivity and satisfaction.

The implementation of public services according to the State Administration Institute (1998), can be carried out in various patterns, including:

1. Functional Service Pattern, namely the pattern of public services provided by a government agency in accordance with its duties, functions and authorities. This pattern accommodates regional conditions with the task load, volume and intensity of public service activities so that it is very realistic if it is under the authority of the organization in charge of it.

2. Centralized Service Pattern, namely the pattern of public services provided singly by the relevant service provider concerned. The pattern of centralized services or independent institutions (service units) formed by local governments to provide certain services. Bureaucratic organizations or independent institutions are given the task, function, authority, responsibility and obligation to centrally organize public services. Public services that have a linkage process, the application process and the completion process are carried out at the same time or in parallel in a place that is centered on the bureaucratic organization of service providers. The purpose of the centralized service pattern is to provide convenience to the user community and service recipients that are efficient and effective in terms of time and the service user community simply comes to one place and deals with one provider and does not need to go to a public organization that is bound but is in a different location. different too. Integrated Service Pattern. Consists of: 1) One-Stop Service Pattern, which is held in one place which includes various types of services that have process linkages and are served one door. This pattern is essentially the same as the centralized service pattern, namely the implementation is carried out at one particular location and served through one door. The assumption is that service delivery is carried out singly by certain public bureaucratic organizations: and 2) One-Stop Service Pattern, namely the implementation of public services held in one place which includes various types of services that do not have a process linkage and are served through various doors. The One-Stop

Integrated service pattern is intended to provide easy service to the community and the community simply comes to one place to get services and does not need to go to other public organizations. The one-roof service pattern has similarities with the functional service pattern, namely in principle the authority to process and complete services is still carried out by public bureaucratic organizations while the difference is that one-stop integrated services form counters or counters for each type of public service to be provided and place staff head in charge of their duties. According to (Effendi, 2001) professional public services, meaning that public services are characterized by accountability and responsibility from service providers (government officials). With the following characteristics:

1. Effective, prioritizing the achievement of the goals and objectives;
2. Simple, meaning that the procedures/procedures for the service are carried out in an easy, fast, precise, uncomplicated manner, easy to understand and easy to implement by the public asking for services;
3. Clarity and certainty (transparency), means that there is clarity and certainty regarding: 1) Service procedures/procedures; 2) Service requirements, both technical requirements and administrative requirements; 3) Work units and or officials who are authorized and responsible for providing services; 4) Details of service fees/tariffs and payment procedures; 5) Schedule of service completion time.
4. Openness, which means that the procedure/procedure for requirements, the work unit/officer in charge of the service provider, the time of completion, the details of the time/tariff and other matters relating to the service process must be informed openly so that it is easily known and understood by the public, both requested or unsolicited;
5. Efficiency, which means: 1) Service requirements are only limited to matters directly related to the achievement of service goals while still taking into account the integration between requirements and related service products; 2) It is prevented from repeating the fulfillment of requirements, in the process of serving the community concerned requires the completeness of requirements from other relevant government work units; 3) Timeliness, this criterion implies that the implementation of community services can be completed within the specified timeframe; 4) Responsive, more directed towards responsiveness and quick response to what are the problems, needs and aspirations of the people being served; 5) Adaptive, quickly adjust to what is being demanded, the desires and aspirations of the people who are served, who are constantly growing and developing. In addition, the public bureaucracy is required to be able to change its position and role (revitalization) in providing public services. From those who like to organize and command, they change to those who like to serve, from those who like to use a power approach, they change to being helpful towards being flexible, collaborative and dialogical, and from slogans to pragmatic realistic ways of working (Thoha, 2001). . With the revitalization of the public bureaucracy (especially local government apparatus), better and more professional public services in carrying out the tasks and authorities given to them can be realized. Public bureaucracy is required to be able to change its position and role (revitalization) in providing public services. From those who like to organize and command, they change to those who like to serve, from those who like to use a power approach, they change to being helpful towards being flexible, collaborative and dialogical, and from slogans to pragmatic realistic ways of working (Thoha, 2001). . With the revitalization of the public



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### **2.1.3 Governance Theory**

The state with its government bureaucracy is required to carry out good public services. The private sector as a resource manager outside the state and the government bureaucracy must contribute to the effort to manage these resources. Good governance can be realized if it is supported by principles that can generate trust in the form of participation, law enforcement, transparency, responsiveness, equality and justice, and accountability (Nawawi, 2012). Good governance is the most prominent central issue in the management of public administration. nowadays. Wasistiono (2003) in Siregar (2008) argues that the demand for good governance arises because of deviations in the administration of the state from democratic values so as to encourage citizen awareness to create a new system or paradigm to oversee the course of government so that it does not deviate from its original purpose. The demand to realize state administration that is able to support the smooth and integrated implementation of the tasks and functions of state administration and development can be realized by practicing good governance. Good in good governance according to LAN contains two meanings. First, values that uphold the wishes or will of the people, and values that can improve the people's ability to achieve the (national) goal of self-reliance, sustainable development and social justice. Second, the functional aspects of an effective and efficient government in carrying out its duties to achieve these goals. Based on this understanding, LAN then argues that good governance is oriented to two things, namely, First the ideal orientation of the state which is directed at achieving national goals and Second, functional aspects of an effective and efficient government in carrying out its duties to achieve these goals. Furthermore, based on the description, LAN concludes that good governance is the implementation of a solid and responsible and efficient state government, by maintaining a "synergy" of constructive interactions between state domains, the private sector and society (Siregar, 2008). In order to find the right formula and method in an effort to make improvements and improve the performance of services provided by a public organization, an assessment of its performance is needed as a measure of the success of a public organization in achieving its mission. For public service organizations, information about performance is certainly very useful to assess how far the services provided by the organization meet the expectations and satisfy service users. In addition, an assessment of service performance is also important to put pressure on officials who carry out these service activities. Information about performance is certainly very useful to assess how far the services provided by the organization meet the expectations and satisfy service users. In addition, an assessment of service performance is also important to put pressure on officials who carry out these service activities.

### **2.4. Public Service Theory**

Article 1 of Law Number 25 of 2009 concerning Public Services defines public service as an activity or series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by the organizer. public service. Public service providers can be state administrative institutions (executive, legislative, judicial, military apparatus, and government bureaucracy), corporations (private, state-owned corporations, and public-owned corporations), independent institutions formed under the law for public activities, and other legal entities formed solely for public service activities (eg, civil society associations in the form of foundations). Alamsyah (2011) states that public service is every service activity carried out by the government, individuals, organizations, and others (the others) in response to the demands of individuals, groups, organizations, and others that intersect with the interests of the entire population. Based on this definition, there are four dimensions contained in it, namely: those who are served, those who serve, sources of service legitimacy, and the form of service activities (which contain a series of tasks) itself. According to Sinambela (2010), basically every human being needs service, even at the extreme it can be said that service cannot be separated from human life. According to Kotlern (Lukman, 1997) service is any profitable activity in a group or unit, and offer satisfaction even though the results are not tied to a physical product. Furthermore, Sampara argues, service is an activity that occurs in direct interaction between a person and another person or a physical machine, and provides customer satisfaction. Furthermore, you must know the understanding of the concept of public service (public service). According to Moenir (1992) service is a series of activities because it is a process, as a direct and continuous service process covering all people's lives in society. From the definitions that have been described, it can be concluded that service quality is a series of processes covering the needs of the community that are served on an ongoing basis. Furthermore, Sampara argues, service is an activity that occurs in direct interaction between a person and another person or a physical machine, and provides customer satisfaction. Furthermore, you must know the understanding of the concept of public service (public service). According to Moenir (1992) service is a series of activities because it is a process, as a direct and continuous service process covering all people's lives in society. From the definitions that have been described, it can be concluded that service quality is a series of processes covering the needs of the community that are served on an ongoing basis. Furthermore, Sampara argues, service is an activity that occurs in direct interaction between a person and another person or a physical machine, and provides customer satisfaction. Furthermore, you must know the understanding of the concept of public service (public service). According to Moenir (1992) service is a series of activities because it is a process, as a direct and continuous service process covering all people's lives in society. From the definitions that have been described, it can be concluded that service quality is a series of processes covering the needs of the community that are served on an ongoing basis. Furthermore, you must know the understanding of the concept of public service (public service). According to Moenir (1992) service is a series of activities because it is a process, as a direct and continuous service process covering all people's lives in society. From the definitions that have been described, it can be concluded that service quality is a series of processes covering the needs of the community that are served on an ongoing basis. Furthermore, you must know the understanding of the concept of public service (public service). According to Moenir (1992) service is a series of activities because it is a process, as a direct and continuous service process covering all people's lives in society. From the definitions that have been described, it can be concluded that service quality is a series of processes covering the needs of the community that are served on an ongoing basis.

## **RESEARCH METHODS**

### **3.1.Type of Research**

What is done in this study is to analyze and find out whether organizational performance, job satisfaction, and organizational culture affect service quality. Seeing the effect of course will also see

the relationship between the three independent variables on one dependent variable. Therefore, based on the purpose of this study, it can be said that this is a type of associative research or research conducted to determine a pattern of relationships between one variable or several interrelated variables.

### **3.2. Location and Object of Research**

This research is located in Sorong Regency, West Papua Province and the object of research is the One Stop Integrated Service and Investment Service (DPM-P2TSP) of the Sorong Regency Government with the address Jalan Klamono Aimas II Km.24 Sorong Regency Regent's Office Complex. This service is one of the official institutions under the control of the Regent of Sorong Regency as the regional head whose function is to provide licensing and non-licensing services in an integrated one-stop manner in the field of investment and investment in the region.

### **4.3. Data source**

This research consists of two types of data, namely:

1. Primary Data. This type of data is data that is directly collected by researchers through questionnaires or questionnaires given to research respondents. This secondary data is the result of processed indicators and research variables.
2. Secondary Data. While this type of data is research supporting data in the form of information from the structure and development of the object of research, namely the Investment Office and PTSP Sorong Regency. Other secondary data are theories from books and the results of previous research in the form of journals which are the basis for the literature review.

### **4.4. Data collection technique**

To obtain research data in primary and secondary forms, the research is carried out in the following ways:

1. Research Questionnaire. The research questionnaire is a list of statements or similar forms of research questionnaires, but the difference is the sentences that are asked to respondents in the form of statements.
2. Live Interview. This technique is used for research to support primary data and obtain secondary data from the object of research. Independent questions were asked to respondents to further support and confirm the results of the research questionnaires submitted.
3. Documentation. Documentation in the form of taking pictures on the object of research is felt to be necessary by researchers to get a clear picture of the activities carried out by DPM-PTSP employees and related to the atmosphere as the goal of this research.

### **4.5. Research Sample**

The sample is a smaller size than the population. The existence of the sample is considered as representative of the population that is considered capable of answering the statement through the research questionnaire provided by the study. In this study, the research samples were: 1) Sorong Regency DPM-PTSP employees as many as 39 populations, and 2) 819 people who took care of licensing. Because these two populations were different, different sample calculations were carried out, with the following criteria :

1. Employee Sample. The entire population of 39 employees was used as the research sample because the numbers were relatively small. However, to be able to state that this sample size is feasible, in the opinion of Roscoe (1975) in Sekaran, Uma (2003) the sample size rule is between



more than 30 to less than 500 samples. On the basis of this understanding, it can be believed that the sample size of 39 respondents for employees can be said to be feasible as a sample in this study.

2. Community Sample. The total population of the community is 819 based on the number of permits issued by DPM-P2TSP in 2020. Given the large number of people, to determine the number of samples using the Sample Formula from Slovin as follows:

$$=N/1+N.e^2$$

Where can the symbols in this formula be explained:

$n$  = number of samples

$N$  = total population

$e$  = significance error  $10\% = 0.1$

so that the number of community samples can be calculated, as follows:

$$n = 819$$

$$1 + 819 \times 0.01$$

$$n = 99.8$$

$$n = 100 \text{ (round up)}$$

## DISCUSSION

### 5.1. The Influence of Employee Performance, Job Satisfaction, and Organizational Culture on Service Quality at DPM-P2TSP Sorong Regency

Based on the research hypothesis F test, it was found that simultaneously employee performance, job satisfaction, and organizational culture have a significant positive effect on service quality. In addition, through the multiple correlation test, it was found that the relationship between the three independent variables on the service quality variable has a very large number and is included in a very close relationship.

These results can be explained that the quality of services carried out by the One Stop Investment and Licensing Service through the employees at the Service has a relationship or is closely related to several things, especially the 3 factors raised in this study, namely: 2. job satisfaction, and 3. Organizational culture. As a government organization in the field of regional licensing, it is appropriate to provide services to the community, but attention to employee performance, job satisfaction from employees, and organizational culture, especially related to quality service culture, must be prioritized.

### 5.2. The Effect of Employee Performance on Service Quality at DPM-P2TSP Sorong Regency

Through a partial hypothesis t test for the second hypothesis, it is said to be not accepted. Not accepted because employee performance factors have no significant positive effect on service quality. The results of the multiple regression test also found that the influence of employee performance factors on improving service quality had a negative number.

The results of this study explain that employee performance can reduce service quality. The performance of DPM-P2TSP employees so far may not be optimal so that the quality of services provided to the community decreases. As a government agency, services to the community must be considered. In accordance with the mandate of laws and government regulations, such as in Permanpan Regulation No. 15 of 2014 in Chapter I, the objectives and targets clearly state that there

is a need for service standards to provide certainty, improve service quality and performance. Service performance must of course be carried out by employees as a service provider to the community. The results of this study seem to agree with the findings of previous research from Tetra Hidayati and Rahmawati (2016), who found that at Puskesmas in East Kalimantan, employee performance factors did not affect the quality of services provided by health workers, especially nurses. These results are similar because they both conduct research on government-owned public organizations. However, the results of this study ultimately disagree with several studies that found that employee performance can affect service quality, such as research from: 1. Abdallah Mustafa and Washington Akeyo (2018), 2. Bismawati (2016), 3. Usan Rudiansyah and Miman Nurdiaman (2015), and 4. Mohd Bakari Ismail and Zawiyah Yusof (2009). These results are similar because they both conduct research on government-owned public organizations. However, the results of this study ultimately disagree with several studies that found that employee performance can affect service quality, such as research from: 1. Abdallah Mustafa and Washington Akeyo (2018), 2. Bismawati (2016), 3. Usan Rudiansyah and Miman Nurdiaman (2015), and 4. Mohd Bakari Ismail and Zawiyah Yusof (2009). These results are similar because they both conduct research on government-owned public organizations. However, the results of this study ultimately disagree with several studies that found that employee performance can affect service quality, such as research from: 1. Abdallah Mustafa and Washington Akeyo (2018), 2. Bismawati (2016), 3. Usan Rudiansyah and Miman Nurdiaman (2015), and 4. Mohd Bakari Ismail and Zawiyah Yusof (2009).

### **5.3. The Effect of Job Satisfaction on Service Quality at DPM-P2TSP Sorong Regency**

The results of the partial hypothesis t-test in the research results section, found that the third hypothesis was acceptable or the job satisfaction variable had a significant positive effect on service quality at the One Stop Integrated Service Investment Office, Sorong Regency. The results of the regression test also found that the influence of the X2 variable on the Y variable (quality of service) had a positive value. These results can explain that the job satisfaction felt by employees is able to affect the quality of service in the Department of DPM-P2TSP Sorong Regency. Employees are satisfied with the type of work they do. Salary, leadership direction, and encouragement from co-workers can make employees feel satisfied to work and ultimately bring up quality service work to the community. It can be observed that employees so far have shown behaviors that are satisfied with their work, but that is not a picture of the maximum performance that is carried out. Maybe all this time employees are satisfied with the existing performance, without realizing whether the job satisfaction they feel can improve the quality of service to the community. This study finally agrees with research from Lutz C. Kaiser, (2014) and from Ali Sorayaei, Seyed Hossein Ghoraysheian, Mehrdad Hossein Zadeh, Mehdi Ganji, Seyed Esmail NajafPour, Morteza Rahnamaei (2013). Which generally results in research that there is a relationship and influence of job satisfaction factors on service quality for government employees in Germany and bank employees at Bank Tejarat Amol Branch, Iran. However, the results of this study also disagree with research from Elias Milana (2018), Mukhles M. Al-Ababneh, Mousa A. Masadeh, Firas J. Al-Shakhsheer & Ma'moun A. Habiballah, (2018), and Tetra Hidayati and Rahmawati (2016). The studies listed in this previous research journal explain that there is no influence and relationship between job satisfaction and service quality.

### **5.4. The Influence of Organizational Culture on Service Quality at DPM-P2TSP Sorong Regency**

The results of the latest research from the research I did was that the fourth hypothesis was not accepted or organizational culture had no effect on service quality according to the partial hypothesis t test results. The results of the regression test showed a positive influence between organizational culture on service quality. Culture is the ideas or ways that people or employees do. When viewed

from the understanding and indicators proposed in this study, culture is related to: employee involvement in doing work, consistency of employees in carrying out work, adaptability of employees to the work carried out, and missions where employees are focused on the goals of the organization, and this is the purpose of the organizational culture. If in this study organizational culture does not affect the improvement of service quality, it can be explained that such cultures do not exist and are not fully understood by the Sorong Regency DPM-P2TSP employees so that they do not provide quality services. The results of this study seem to agree with previous research from Yonela Gantsho and Nita Sukdeo (2018), that employees do not know for sure what the company expects of them in order to improve service to consumers. This means that employees do not understand the true service culture that is the goal of the organization. Another thing that becomes a question from this result is whether cultures that focus on improving service quality already exist in this service.

## CONCLUSION

This research, with the title "Analysis of the influence of employee performance, job satisfaction, and organizational culture on improving service quality at the Investment and One Stop Service Office (DPM-PTSP) of Sorong Regency, concludes that:

1. There is a strong influence and relationship between employee performance, job satisfaction, and organizational culture on service quality
2. There is no influence and there is a negative relationship between employee performance and service quality improvement
3. There is a positive influence and relationship between job satisfaction and service quality improvement
4. There is no influence of organizational culture on improving service quality.

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