



# PUBLIC POLICY JOURNAL

## THE INFLUENCE OF ORGANIZATIONAL CULTURE ON SERVICE QUALITY IN PDAM MUARA TIRTA GORONTALO CITY

Suci Apriani Baruadi<sup>1</sup>, Sri Yulianty Mozin<sup>2</sup>, Rusli Isa<sup>3</sup>

<sup>1,2,3</sup>Public Administration, Faculty of Social Sciences, Gorontalo State University  
[sucibaruadi65@gmail.com](mailto:sucibaruadi65@gmail.com)<sup>1</sup>, [yulmozin@ung.ac.id](mailto:yulmozin@ung.ac.id)<sup>2</sup>, [rusli\\_isa@ung.ac.id](mailto:rusli_isa@ung.ac.id)<sup>3</sup>

### Abstract

*This study aims to determine the influence of organizational culture on service quality in PDAM Muara Tirta Gorontalo City. The research approach used in this study is quantitative, where the sample in this study amounted to 100 employees and customers using a research approach and research design. Data collection techniques are carried out by distributing questionnaires to employees and customers. The data analysis technique used is simple regression analysis. Regression analysis test results that show the influence of organizational culture on service quality in PDAM Muara Tirta Gorontalo City. Thus the first hypothesis (H1) can be proved or diterima. The R Square value of 0.449 in other words that 44.9% of the independent variables, namely (X) Organizational Culture contributes to the variable (Y) Service Quality, while the remaining 55.1% is in the form of contributions from other variables that are not studied in this study, namely competence, leadership, and work commitment.*

**KeyPoints: Organizational Culture, Quality of Service**

### INTRODUCTION

Public administration can be likened to a connecting rope between the government and the community (public). Public administration is used to better understand the relationship and can increase the responsibility of a public policy for the effectiveness and efficiency of its implementation. In the development of public administration must show environmental factors that can affect the success or existence of a field it manages, environmental factors are very influential on the development of public administration, especially the external environment. Public administration is a cooperation carried out by a group of people or institutions in carrying out government tasks to meet public needs efficiently.

Public administration is closely related to service to the community. This is due to the role and involvement of the Public Administration in the political process, the form of service and involving government organizations. In addition, the object of the discipline of public administration is public service so that the main study is the existence of various public organizations so that the main study is the existence of various public organizations or government organizations. Public administration has reviewed various strategies in

examining the role of administration in the field of public services. Public administration is also expected to better understand the relationship between government and the public as well as increase policy responsibility to public needs and institutionalize managerial practices in order to carry out activities effectively, efficiently and rationally. Public administration is both a process and an organization. What is meant as a process is the essence, essence or *state of the art of* public administration activities is public service. While what is meant as an organization is the main function and task of public administration institutions, namely public services so that the performance of the public administration system can be assessed from the performance of public services, the conclusion is service as the main field of activity of public administration.

Good and quality public services are a dream and aspiration that is expected by all levels of society in all countries in the world. The public service law (officially named Law Number 25 of 2009 concerning public services) is a law to regulate the principles of good government is the effectiveness of government functions itself. Public interest-oriented services that are manifested in the implementation of duties and the participation of the state apparatus as public servants must also be accompanied by quality and performance improvements which are mandatory requirements that must be owned by every bureaucrat with.

Improving the quality of public services is expected to be able to provide a positive assessment from the community in the form of satisfaction with the services that have been obtained. Improving the quality of public services is an effort to improve the quality and innovation of public services in each government agency periodically according to the needs and expectations of the community. In addition, improving the quality of public services is carried out to build public trust in the implementation of public services in order to improve public welfare by making public complaints a means to improve public services. According to Hamsiah (2020) Service Quality is an adjustment to a detail where this quality is seen as a degree of excellence to be achieved, continuous control is carried out in achieving an advantage in order to meet the needs of service users.

According to Ginting (2022), service quality can be interpreted as focusing on meeting needs and requirements, as well as on punctuality to meet customer expectations. Service is an activity that occurs in the interaction between a person and another person or a physical machine, and provides customer satisfaction. According to Mufidahyatul & Shohib (2020), service quality has a greater impact on purchasing decisions. Service quality is one of the

factors that can influence consumer purchasing decisions, both traditionally and online. Thus, service quality emphasizes the services provided by companies that can meet consumer expectations. According to Tjiptono, (2016) service quality focuses on efforts to meet consumer needs and desires as well as the accuracy of delivery to keep pace with consumer expectations.

Organizational culture becomes a characteristic of an organization to be used as a guideline for the organization itself so as to distinguish it from other organizations. According to Ansari (2020), defining organizational culture as a system of shared meanings embraced by members that distinguishes the organization from other organizations. Meanwhile, according to Abbas (2022) stated that: "Organizational culture is a value shared by organizational members, tends to shape group behavior. Value as an organizational culture tends to be invisible, making it very difficult to achieve. While group behavior norms can be seen and illustrated in behavior patterns and organizational behavior styles that are relatively changeable.

The quality of service in a public organization is closely related to organizational culture. This is the background of the motive of the existence of agencies or governments, namely holding public services so that conditions in organizations or government agencies that are good can affect the quality of service, one of which is organizational culture. According to Robbins (in Hamsiah, 2020) said that organizational / group culture is a shared perception held by members of the organization / group. Every organization has a different organizational culture that affects all aspects of the organization and the behavior of its members individually or in groups. A strong organizational power will form an organizational identity or organizational identity, but the reality that develops now is far from perfect, where there are still many phenomena or lack of about how weak the organizational culture is.

This research is about the influence of organizational culture on service quality in PDAM Muara Tirta Gorontalo City, PDAM Muara Tirta aims to participate in implementing and supporting local government policies and programs in the field of economy and regional development, especially in the field of providing drinking water services to the community, as well as optimizing the use of water resources based on good corporate governance. The objectives of the establishment of PDAM Muara Tirta are: (a) to provide services to the community in accordance with its business scope, (b) contribute to the original income of the region and (c) participate in improving the regional economy.

**Table 1. 1**  
**Customer Complaint Report for December 2019 to 2022**

No.	Year	Category Problems	Sum	Completion Status	
				Acted upon Continue	No follow-up
1.	2019	1. Small Water Pressure	16	1	15
		2. Leaking Service Pipes	51	2	49
		3. Dirty/Cloudy Water	16	2	14
		4. Tidak ada air	32	4	28
2.	2020	1. Small Water Pressure	7	6	1
		2. Leaking Service Pipes	71	69	2
		3. Dirty/Cloudy Water	3	3	-
		4. Tidak ada air	14	13	1
3.	2021	5. Small Water Pressure	15	14	1
		6. Leaking Service Pipes	41	39	2
		7. Dirty/Cloudy Water	4	4	-
		8. Tidak ada air	17	16	1
4.	2022	9. Small Water Pressure	12	12	-
		10. Leaking Service Pipes	61	58	3
		11. Dirty/Cloudy Water	4	2	2
		12. Tidak ada air	27	25	2
<b>Total</b>			<b>391</b>	<b>270</b>	<b>121</b>

*Data Source : PDAM Muara Tirta Kota Gorontalo, 2023*

Based on table 1.2 data, there are reports of customer complaints from 2019 to 2022. There are several problems that are often complained by customers every year including small water pressure, leaking official pipes, dirty / turbid water and no water. Each of the complaints given by customers to the company often does not get a good response, it can be seen that the number of complaints felt by customers every year is only a few complaints from customers that are followed up by the rest of the company is not immediately followed up this causes customers to feel dissatisfied and the company does not respond quickly to

existing problems. The total number of customer complaints from 2019 to 2022 was 391 complaints while complaints that were followed up were 270 while complaints or problems that were not followed up were 121.

Based on initial observations, researchers found that the influence of the level of organizational culture on service quality is still not good or not optimal in responding to customer complaint services, even though the function of the organization or government agency is none other than serving the interests of the community. In terms of the quality of public services in PDAM Muara Tirta Kota Gorontalo which is still not optimal in customer complaint service, the service delivery provided by PDAM is sometimes not optimal, such as the lack of *accountability* (responsibility) of the PDAM. When this PDAM facility is damaged, this can be seen in the aspect of five dimensions of service quality, starting with *physical evidence*, it can be observed that the physical appearance of water quality in the PDAM is still inadequate such as turbid and dead water that occurs, because the cause of turbid water is one of which is caused by the remaining excavated dirt or traces of pipe repair which then settles and is accommodated in the pipe, in December 2022 there are several obstacles, namely water installations often die and also turbid or dirty water for the last three years, Small water pressure that occurred in the last 3 days, leaking official pipes that occurred in a week, and no water for 4 days due to pipe excavation. *Reliability*, From the observation that the vision and mission in PDAM are still many that are not in accordance with the vision and mission such as: providing the best service to the community. For example, when there is a customer who reports about a pipe leak problem that should be worked around within 4 hours to 7 hours but the officer stalls working time so that *Responsiveness*, employees must resolve customer complaints quickly but are not immediately responded to at the time when there are customers who provide reports, employees still seem not to directly coordinate field officers but are still relaxed, for example on customer complaints about water not there or dead, officers still take a long time to follow up, The officer completes the task later after 1 week of customer complaints, it should be able to be followed up one day after the complaint itself. *Guarantee*, every form of service requires certainty over the services provided. For example, the implementation of services can be completed within a predetermined period of time, the guarantee of timely service carried out by the PDAM, the speed of time in responding to existing complaints in accordance with what has been promised by the officer, a kind of guarantee that within 3 days of collecting water will not continue to die and turbid again. *Empathy*, empathy some

officers encountered when customers gave complaints were still slowresponding, not caring about what was complained and also officers did not ask in detail what problems were still often problematic, for example, when customers reported complaints about leaking pipes, small water pressure and several months of water death but in 2019 there were still many complaints that were not followed up by officers, therefore customers felt The clerk did not understand what the customer felt.

PDAM Muara Tirta Kota Gorontalo must meet the organizational culture so that the quality of service will increase. Quality of service in order to be achieved by running the organizational culture well. Based on research conducted by Sumria (2018) in her research knowing the influence of organizational culture on service quality in PDAM Tirta Masserempulu Enrekang Regency, the results of the study that organizational culture affects the quality of PDAM services that have been tested through tests Determination. Good quality given by employees will have a positive impact on PDAM Muara Tirta Gorontalo City, to measure service quality used service quality indicators. Service quality indicators are tools used to assess service quality. According to Parasuraman et al (in Tjiptono, 2016: 135), namely: 1. Tangible or Physical evidence 2. Reliability or reliability 3. Responsiveness or responsiveness 4. Assurance or guarantee 5. Empathy.

## **METHOD**

In this study, researchers used a quantitative approach. This study was conducted to find out how the influence of one variable on other variables and test the hypotheses formulated. Population is a generalization area consisting of objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions (Sugiyono, 2019). The population in this study is employees and customers at PDAM Muara Tirta Kota Gorontalo. The sample in this study was 100 employees and customers. In this study the data collection techniques used were oconservation, angket (questionnaire), documentation.

## **RESULTS AND DISCUSSION**

Quality of service is everything that is expected by consumers in order for the company to meet the wants and needs of consumers. In other words, *expected* service and perceived service. If the service received or felt is as expected, then the quality of service is perceived as ideal or good service quality. Conversely, if the quality of service received is not as expected, the quality of service is perceived as poor. Thus, whether or not the quality of

service depends on the ability of service providers to meet customer expectations consistently. Organizational Culture is part of human resource management (HRM) and Organization Theory. Organizational Culture is seen as a behavioral aspect, while organizational theory is seen from the aspect of a group of individuals who work together to achieve goals, or organizations as a container where individuals work together rationally and systematically to achieve goals. This study uses two variables, namely the independent variable of organizational culture while the variable is tied to service quality. To determine the technicalities of data analysis first use descriptive analysis, simple linear regression analysis, validity tests, and reliability tests. Based on frequency analysis of 15 organizational culture questions and 15 service quality questions.

The characteristics of respondents in this study can be grouped based on age, gender, education, and length of work. The majority of respondents aged 39-43 years are 23 people or 46% of the total respondents. There were only 2 respondents aged 49-53 years and became the smallest respondent age class with only 4%. The number of respondents was male as many as 32 employees, 64.0%, of which the dominant were male employees and customers of PDAM Muara Tirta, Gorontalo City. Then for female respondents, there are 18 employees and 36.0% customers. Respondent based on S1 education is 60.0% or 30 people, SMA is 38.0% or 19 people, and SMK is 2.0% or 1 person. From the data obtained, the most dominant respondents are with the majority of respondents with S1 education backgrounds of 60.0%. Then the respondents with the smallest frequency are with a vocational level of 1 person or 2.0%.

Based on the results of the analysis above, it shows conformity with the research hypothesis, where cultural variables are very influential on the quality of service studied, the results of the determination coefficient test show that the value  $R^2$  is 0.4, 4, 9 or 4, 4.9%. This explains that the independent variable can describe the dependent variable by 4.4.9% while the remaining 5.5.1% is influenced by other variables, namely competence, leadership, and work commitment. The results showed that the value of  $R^2$  4.4.9% was proven from the observations and the results of the study found that the higher the organizational culture of employees, the better the quality of service at PDAM Muara Tirta Gorontalo City.

The results of this study are in accordance with the research of Hamsiah, et al (2022), Erry Iriantie, et al (2022), Pathoni, et al (2020), Pujaan Ansari, et al (2020), Mala Ayunda, et al (2020) proving that Organizational Culture has a significant effect on service quality.

Organizational Culture variables in this study are measured based on five indicators based on the theory of Edison et al (in Hamsiah, 2020), namely: self-awareness, aggressiveness, ribadian, performance, team orientation and Service Quality variables in this study are measured based on five indicators based on the theory of Parasuraman et al (in Tjiptono, 2016), namely: physical evidence, reliability, response, assurance, empathy. Related to the description above, PDAM Muara Tirta Kota Gorontalo for the organizational culture index has a significant impact based on the coefficient determination based on the estimation results of the regression equation model that has been done above, a determination coefficient value of 0.449  $R^2$  with a significant value of 44.9%.

To analyze organizational culture in PDAM Muara Tirta Kota Gorontalo, the author uses the theory of Edison et al (in Hamsiah, 2020) which suggests indicators, namely self-awareness, aggressiveness, personality, performance, and team orientation. In order for an organization to achieve what it is aimed at, it is necessary to pay attention to these indicators. By improving or improving the above indicators, an organization is said to have a good organizational culture that can become basic values as a guide for behavior. Organizational culture in PDAM Muara Tirta Kota Gorontalo when viewed from 5 supporting indicators, namely: self-awareness, aggressiveness, personality, performance and team orientation. Overall, the organizational culture in PDAM Muara Tirta Kota Gorontalo is at a percentage achievement rate of 71.33%. Judging from the results of measuring the percentage of indicators, self-awareness was at a percentage level of 71.6%, aggressiveness 69.86%, personality 73.06%, performance 70%, and team orientation 72.13%. Of the five indicators, they are in the category of quite good.

To analyze the quality of service in PDAM Muara Tirta Kota Gorontalo, the author uses the theory of Parasuraman et al (in Tjiptono, 2016) which suggests indicators, namely: physical evidence, reliability, response, assurance, empathy. The level of service quality to the organizational culture in PDAM Muara Tirta Gorontalo City. Overall service quality is at a percentage achievement level of 70.10%. Judging from the results of measuring the percentage of indicators, physical evidence 70%, reliability 73.6%, responses 67.46%, guarantees 69.2%, and empathy 70.26%. Of the five indicators above, they are in the fairly good category.

Based on this discussion, in addition to describing the results of the research and linking between the results of the research and the theories that have been explained in this study. To improve the quality of service, organizational culture must be further improved. If



the organizational culture continues to improve, it will greatly affect the quality of service. This is in accordance with the research of Hamsiah, et al (20 22) which explains that organizational culture is a system that penetrates the values, norms and beliefs that exist in every organization. Organizational culture can encourage or decrease effectiveness depending on the nature, values, norms and consequences adhered to. So what needs to always be considered at the PDAM Office is whether employees improve organizational culture at work. This is in accordance with the research of Iriantie, et al (2022) the organizational culture is a belief, norm and value that is adhered to together and determines employee performance in behaving, including how employees perform public services to the community.

This is in accordance with the research of Pathoni and Yuhana (20, 20), organizational culture is part of human resource management (HRM) and Organization Theory. Organizational Culture is seen from the behavioral aspect, while organizational theory is seen from the aspect of a group of individuals who work together to achieve goals, or the organization as a container where individuals work together rationally and systematically to achieve goals. Meanwhile, Ansari's research (202: 0) defines organizational culture as a system of shared meanings adopted by members that distinguishes the organization from other organizations. Meanwhile, in Ayunda's research, et al (202: 0) "Organizational Culture as a system of shared meaning adopted by members in an organization that determines a high level of how employees act and distinguishes the organization.

Based on the description above, researchers concluded that the quality of service at the PDAM Muara Tirta Gorontalo City Office is influenced by organizational culture. The achievement of the index on the service quality variable from the organizational culture variable in the coefficient of determination test with a significance value of 4.4.9% means that the five items show in real terms the significance value or the magnitude of the influence of organizational culture variables on service quality contained in the PDAM Muara Tirta Gorontalo City Office.

## **CONCLUSION**

From the results of a simple regression test shows that there is an influence between the variables of Organizational Culture (X) with the variable of Service Quality (Y). The coefficient is positive, which means that the Organizational Culture variable affects the Service Quality variable, which is 0.298. The constant value is 33.943, if there is no

organizational culture value then the service quality value is 33.943. For every one percent increase in competence, the performance value increases by 0.298. The coefficient is positive that if the organizational culture rises, the quality of service increases. And from the results of the coefficient of determination test shows that the influence of organizational culture variables is 44.9%, this is evidenced by the coefficient of determination test, namely with an R Square value of 0.449, meaning that the overall organizational culture variable has an influence of 36.3% on service quality variables. While the remaining 55.1% was influenced by other variables that were not studied in this study, namely variables of competence, leadership and work commitment.

#### REFERSNSI

- Abbas, S. S., & Wantu, S. M (2022). The influence of leadership style on service quality through organizational culture in the Department of Investment, Energy and Mineral Resources and Transmigration of Gorontalo Province. *Public Policy Journal*, 3 (2), 88-95.
- Ansari, P. (2021). *Pengaruh budaya organisasi terhadap kualitas pelayanan publik di Kantor Desa Marabahan Kota* (Disertasi Doktor, Mab Universitas Islam Kalimantan).
- Ayunda, M., Nur, T., & Basori, YF (2020). Pengaruh budaya organisasi terhadap kualitas layanan pembuatan e-KTP di Kantor Kependudukan dan Catatan Sipil Kabupaten Sukabumi. *Dinamika: Jurnal Ilmiah Ilmu Administrasi Negara*, 7(2), 294–305.
- Fandy, T. (2016). *Service, Quality & Stisfaction*. Yogyakarta: Andi.
- Ginting, F. F. (2021). *Pengaruh kualitas layanan dan diskon harga terhadap kepuasan pelanggan di RedDoorz dekat Mikie Holiday* (Disertasi doktoral, Universitas Kualitas Berastagi).
- Hamsiah, S. T., Malik, I., & Parawu, H. E. (2022). Pengaruh budaya organisasi terhadap kualitas pelayanan di Dinas Tenaga Kerja dan Transmigrasi Kabupaten Gowa. *Studi Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 3(1), 110–124.
- Iriantje, E., & Fatmawati, F. (2022). Pengaruh budaya organisasi terhadap kualitas pelayanan publik di Kantor Desa Pasanggrahan, Kecamatan Ujung Berung, Kota Bandung. *Jurnal Identitas*, 2(2), 20-28.
- Mufidahyatul, M. &. (2020). Pengaruh Disiplin Kerja Terhadap Kualitas Pelayanan di Koperasi BMT Al-Ikhlash Lumajang. . *Tanwirul Uqul-Jurnal Ekonomi dan Bisnis Islam*, 1(1), 40-51.

- Pathony, T., & Yuhana, K. (2020). Pengaruh Budaya Organisasi terhadap Kualitas Pelayanan Publik di Kecamatan Kalijati, Kabupaten Subang. *Jurnal Dunia Administrasi Publik*.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Kota Bandung. Abjad.
- Sumria, S., Muhammadiyah, M., & Malik, I. (2018). Pengaruh budaya organisasi terhadap mutu pelayanan PDAM Tirta Masserempulu di Kabupaten Enrekang. *Kolaborasi: Jurnal Administrasi Publik*, 4(3), 366-380.