

The Influence of Human Resource Development and Organizational Culture on Public Service Quality through Employee Performance in Central Mamuju District

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Abstract

As a forum for providing services to the community, public organizations must be supported by quality human resources. Inseparable from the human resource development system and the culture of the public organization in creating superior human resources and having good performance so that the services provided can increase community satisfaction. This research is a type of quantitative research, with a survey method conducted at the Personnel Education and Training Agency, the Population and Civil Registry Office, and five District Offices in Central Mamuju Regency. The population in this study amounted to 102 people. Data collection was carried out by distributing questionnaires and interviews from the research findings that human resource development through employee performance influences service quality with a value of 15.668. Organizational culture through employee performance with a value of 29.147 also identifies an impact on the quality of public services. For this reason, it can conclude that the R Square value of 0.375 or 37.5% indicates the influence of HR development and organizational culture on the quality of public services through employee performance.

Keywords

Human resources, Organizational culture, Service quality, and Performance.

1. Introduction

Entering the industrial era 4.0, public organizations as a forum for providing services to the community have a tough challenge. Public organizations are required to be able to compete with private organizations in providing services. Existing employees must operate all online-based systems to streamline and streamline service delivery to the community. From several research results that several previous researchers have conducted. It is known that the inability of employees to implement online-based service delivery is caused by the lack of available facilities and infrastructure, the lack of employee skills, and an organizational culture that is not innovative in change (Najoan, 2015; Christin, 2006).

In Central Mamuju District, West Sulawesi, the most formidable challenge for public organizations in delivering quality services to the community is the quality of human resources, which is still minimal. This is due to the lack of training and education that is useful for increasing the abilities and skills of employees in carrying out work. In addition, employees are imbued with thoughts; in providing services to the community, they are the parties needed, so that people who get services need to be friendly to them. So that often-found employees who are indifferent in providing services (Nath et al., 2021; Suharyanto et al., 2021; Umanailo et al., 2021). When observing the definition of public services as stipulated in Law no. 25 of 2009, it can be said that employees are servants of society. Therefore, in providing services, employees must be friendly.

In addition, employees in providing services also lack the initiative to complete work as quickly as possible, and employees tend to be undisciplined in their work. When the organizational culture is carried out as well as possible, of course, the performance of employees in providing services can be of quality because organizational culture is a guideline for employees to work. As stated by (Tisnawati & Saefullah, 2005), organizational culture is a corporate guideline to carry out various activities to achieve goals. In addition, human resource development is also a critical success factor in providing services through employee performance (Ervina et al., 2019; Novitasari et al., 2019; Rumaolat et al., 2019). Because carrying out human resource development by providing training and education, it can improve employee performance.

2. Literature Review

The author will describe several concepts and theories related to the influence of human resource development and organizational culture on the quality of public services through employee performance which aims to explain to readers the concepts and theories used in the context of this research, as follows:

HR development is an activity carried out to increase the abilities, skills, and knowledge of employees. Human resource development through education and training is expected to create employee figures as state servants who provide services to society in a professional, fair, and equitable manner. In line with the opinion of Sedarmayanti (2000), which states that HR development is intended to create human resources who have quality, the ability to utilize and master science and technology, and management competence. Education and training are two things that are inseparable from developing the abilities and skills of employees. However, education and training have differences, so there are often differences in influences on human resource development. Education leads to efforts to increase general knowledge and understanding as a whole (theoretical), and training guides to efforts to improve the knowledge and skills of employees to handle specific jobs (practical).

The achievement of organizational goals is based on a good framework, which a group of people governs. This framework is generally referred to as a corporate culture. Corporate culture is also seen as a strength, which can affect the work-life of employees. Mangkunegara argues that organizational culture is the belief, value, and norm, which is used as a guideline for regulating the behavior of corporate members to overcome problems that have occurred, both externally and internally. Robbins and Judge suggest that organizational culture consists of seven characteristics, which can be seen in the following figure: Innovation and risk-taking, attention to detail, Outcome orientation, People Orientation, Team Orientation, Aggressiveness, Stability.

Performance is a comparison between work results and work standards that have been determined. Each organization will make efforts to improve employee performance based on the results of employee performance appraisals. Referring to Prawirasentono's opinion, it can be understood that performance is the achievement of a person's work based on authority and responsibility according to rules, morals, and ethics to achieve organizational goals. In the Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment of Civil Servants, these indicators consist of service orientation, commitment, collaborative initiatives, leadership. Public services have a function as providers of community needs, according to established rules and procedures. This is in line with that stated by Hardiyansyah (2011) that public service is the provision of services to the community, or a group of people who have an interest in the organization, which is by the basic rules and procedures, which aim to provide satisfaction to service recipients. To create quality public services that must be emphasized is providing services not only on services alone.

3. Methods

This type of research is used to determine the effect of human resource development and organizational culture on the quality of public services through the performance of employees in Central Mamuju Regency, namely quantitative research, using survey methods. This research was conducted at the Office of the Personnel Education and Training Agency, the Civil Registry Office of Central Mamuju Regency, the Tobadak District Office, the Karossa District Office, and the Topoyo Pangale District Office, the Budong-Budong District Office. In determining the sample in this study, the nonprobability sampling method was used, which used saturated sampling. In this study, the population was the research sample. According to (Sugiyono 2016), saturated sampling was a sampling method the entire population was sampled (Jannah et al., 2019; Lionardo et al., 2020; Yusuf et al., 2019). The model in this study was 102 people. The data collection technique was carried out by distributing questionnaires and interviews. The data analysis of this study used statistical tests based on the mean value of each variable.

4. Results

4.1. Result

Before processing the data, I first conducted a test of validity and reliability. Test validity with significant levels of 0.05 and 2-tailed test comparing counting tables. The calculated R-value of the Cronbach-Alpha column Correlated Item–Total Correlation. At the same time, the r-table was obtained using the formula $df=n-2$ (Sugiyono, 2009). The result of processing available data of each item is valid. The measurement indicator of reliability in this study refers to Sujerweni's opinion (2014) that questioner is reliable if the value of Cronbach alpha is more significant than 0.6 than the limit value (the cut-off point) (Table 1).

Table 1. Research Instrument Reliability Test

Variable	Cronbach Alpha	Cut Of Point	Information
Human Resources Development (X1)	0,615	0,60	Reliable
Organizational Culture (X2)	0,608	0,60	Reliable
Quality of Public Service (Y1)	0,630	0,60	Reliable
Employee Performance (Y2)	0,672	0,60	Reliable

Source: Data Processing Using SPSS 16.0, 2019

4.2. Path Analysis

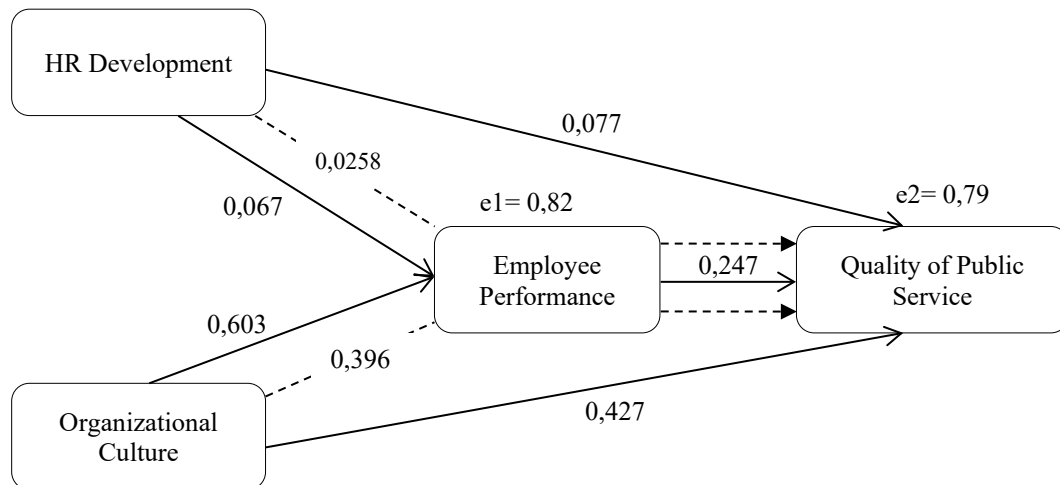


Figure 1. Path Analysis

The variable development of human resources (X1) on the quality of public services (Y1) directly affects the amount of the figure of 0.077 or 7.7% (Figure 1). This proves that human resources development on the quality of public services has a positive influence; Organizational Culture Variable (X2) directly affects the quality of public services (Y1), with the figure being 0.427 or 42.7%. This proves that the culture of the organization towards the quality of public services has a positive influence; The variable development of Human Resources (X1) on Employee

Performance (Y2) directly affects the amount of 0.067 or 6.7%. This proves that human resources development on employee performance has a positive influence; Organizational Culture Variable (X2) on Employee Performance (Y2) directly influenced the amount of the figure of 0.603 or 60.3%. This proves that the culture of the organization of employee performance has a positive influence; Variable employee performance (X1) directly affects the quality of public services (Y1), with a figure of 0.247 or 24.7%. This proves that the version of employees to the quality of public services has a positive influence.

To determine the significance of indirect influence, a Sobel test is conducted using the online calculator Sobel test to obtain the calculated t value, which will then be compared to the t-table. According to Ghozali, if the t count is greater than the t-table of 1.96, then it can be concluded that there is an influence of mediation. From the results of the Sobel test and calculated value for the indirect effect of human resources development on the quality of public services through employee performance, it can be known that the t count value is 0.0258 minor bruises from the t-table is 1.96. Therefore, it can be concluded that there is a positive but not significant influence of the mediation coefficient. For the indirect effect of organizational culture on public services through employee performance, it is known that the t count value is 0.396, smaller than the t-table of 1.96. Therefore, it can be concluded that there is a positive but not significant influence of the mediation coefficient (Table 2).

Table 2. Direct and Indirect Influence

Information	Symbol	Coefficients
Direct Influence of Human Resources Development on Public Service Quality	X1--> Y1	0.077
The Direct Influence of Organizational Culture on The Quality of Public Services	X2--> Y1	0.427
Direct Influence of Human Resources Development on Employee Performance	X1--> Y2	0.067
The Direct Influence of Organizational Culture on Employee Performance	X2--> Y2	0.603
Direct Effect of Employee Performance on Public Service Quality	Y1--> Y2	0.247
Indirect Influence of Human Resources Development (X1) on Public Service Quality (Y2) through Employee Performance (Y1)	X1--> Y1--> Y2	0.0258
Indirect Influence of Organization Culture (X2) on Public Service Quality (Y2) through Employee Performance (Y1)	X2--> Y1--> Y2	0.396

5. Discussion

The results of the analysis of research data show a positive influence on the development of human resources on the quality of public services. Human resource development, namely implementing education and training, is carried out to form employees who can professionally, fairly, and equitably provide services to the community.

Training should be provided to all employees, especially employees who work in public services, because their duties are directly related to the community. In addition, the provision of training, on the one hand, can realize the agency in achieving its goals through the skills, skills, and attitudes of employees. Human resource development in Central Mamuju Regency, although there are still shortcomings in providing training, does not affect the development of human resources, so it can be said that human resource development in Central Mamuju Regency has been going well. Employees in Central Mamuju Regency in providing services have met the community's needs, meaning that employees can carry out their duties appropriately and correctly.

The results of the research data analysis show that organizational culture on the quality of public services has a positive effect. Employees in Central Mamuju Regency, in carrying out their duties and obligations, do not ignore organizational culture. Employees are so aggressive and competitive to carry out the corporate culture as well as possible. In addition, employees are innovative and dare to take risks, which gets support from where they work. Each leader supports employees in making decisions and respects every employee's opinion and ideas, if the employee's actions do not prevent the organization from achieving goals.

Organizational culture in public service agencies in Central Mamuju Regency directs employees to pay attention and be careful in carrying out their duties and responsibilities. This is done so that people feel satisfied with the service received. When the community proposes services to employees, employees will do the work carefully so that what they have done can be accepted by the community. And this has become one of the characteristics of organizational culture in public service agencies of Central Mamuju Regency. Work results are the main thing that employees need

to pay attention to; according to them, completing work quickly does not guarantee good work results. In addition, good culture of cooperation between employees in carrying out their duties so far also supports the quality of service in Central Mamuju Regency. Employees are aware of their respective duties.

The results of research data analysis show that human resources development on employee performance has a positive effect. The results obtained are in line with research (Panjaitan, 2017), which shows that education and training, both the provision of education and training, and non-training affect employee performance.

Employees in Central Mamuju District have the desire to work better every day. Employees will never see their coworkers having difficulty doing work; employees are willing to help each other and work together to find solutions to solve problems. In addition, employees at public service agencies in Central Mamuju Regency view that their difficulties in doing their work are not a threat but an opportunity to give birth to innovations. This is also influenced by leaders who always share knowledge and skills with their subordinates. And always motivate them to work according to their respective abilities.

The results of the research data analysis showed that organizational culture on employee performance had a positive effect. A strong corporate culture can influence employees. Organizational culture can be used as an organizational foundation to control employees in making changes. When employees make organizational culture a unique culture, a sense of belonging will arise in the employee's soul to realize optimal performance.

The results of these studies indicate that when the organization's culture is good, the performance of employees in the public service sector will be good too. In other words, when the organizational culture has increased in influencing employees at work, it will improve employee performance and vice versa. If the corporate culture has decreased in affecting employees, the employee performance will decrease.

The analysis of research data indicates that employee performance on the quality of public services has a positive effect. Employee performance will affect the existence of an organization because organizational performance depends on the performance of its employees. Like organizations engaged in public services, the quality of service and public trust in services is primarily determined by the performance of employees in providing services.

In addition, employees' commitment to completing work makes people feel satisfied with the service they receive. Because employees try their best to do their work according to what society wants. Employees at public service agencies in Central Mamuju Regency also prepare all facilities and infrastructure to make the community comfortable while waiting for employees to complete their work.

The results of the analysis of research data indicate that human resource development influences the quality of public services through employee performance, although not significantly. The knowledge, skills, and abilities of employees in public service agencies in Central Mamuju Regency obtained during education and training when they are expected to do their jobs will produce a good performance, resulting in quality public services. Conversely, when employees are unable or trying to apply knowledge and experience while carrying out education and training, of course, it will not improve their performance, so that the services provided will not be able to satisfy the community.

The results of the research data analysis show that organizational culture has a positive effect on the quality of public services through employee performance. A healthy corporate culture reflects a good organization that can communicate organizational goals to employees to produce a good performance in providing services.

Suppose the culture of public service agencies in Central Mamuju Regency is unhealthy and unable to unite the unique culture of employees at work. In that case, it will undoubtedly result in poor quality services because employees will tend to do work according to their habits and rules. When this happens, of course, employees at work do not have exemplary commitment, cooperation between fellow employees and do not have a good relationship with the leadership. So that in providing services will reap problems. On the other hand, when the culture of public service agencies in Central Mamuju District is healthy and able to unite the unique culture of employees at work, it will undoubtedly produce quality services because employees will work according to organizational rules.

5. Conclusions

Human resource development has a significant effect on the quality of public services in the Central Mamuju District. So, it can be concluded that the development of human resources through education and training will affect the quality of public services. Organizational culture has a significant effect on the quality of public services in the Central Mamuju District. Thus, it can be concluded that corporate culture will affect the quality of public services. Human resource development in Central Mamuju Regency has a significant effect on employee performance. Thus, it can be concluded that the development of human resources through education and training affects employee performance. Organizational culture has a substantial impact on employee performance in Central Mamuju Regency. Thus, it can be concluded that corporate culture affects employee performance. Employee performance has a significant influence on the quality of public services in the Central Mamuju District. Thus, it can be concluded that employee performance affects the quality of public services. Human resource development has a positive effect, although not significantly, on the quality of public services through the implementation of employees in the Central Mamuju District. Thus, it can be concluded that human resources development affects the quality of public services through employee performance. Organizational culture has a positive but not significant effect on the quality of public services through implementing employees in Central Mamuju District. Thus, it can be concluded that corporate culture affects the quality of public services through employee performance

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