



The Influence of Employee Performance on Service Quality

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Abstract: The background for conducting this research is to provide additional information and input for the Bandung City Regional Secretariat and the Regional Government in general as a basis for input for decision-making in the context of evaluation and improvement. This study aims to determine whether employee performance affects the quality of service at the General Section of the Bandung City Regional Secretariat. The research methods used are descriptive and verification methods. The population in this study were employees at the General Section of the Regional Secretariat of the City of Bandung, totaling 60 people. The sampling technique is non-probability sampling using a saturated sample, so the number of samples is 60 employees in the General Section of the Regional Secretariat of the City of Bandung. The data collection technique used in this study was through a research questionnaire with a Likert scale type. Data analysis used in this research is simple linear regression analysis using SPSS software. The results of the study show that employee performance influences the quality of service at the General Section of the Bandung City Regional Secretariat. The magnitude of the influence of employee performance on service quality is 37.4%.

Keywords: Employee Performance; Service Quality

INTRODUCTION

states that public service is an activity or a series of activities in the context of fulfilling service needs following statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Public services are classified into two, namely basic needs services and public services. The basic needs services that must be provided by the government include health services, basic education services, and services for the basic needs of the community. While public services, namely the government as a public service provider agency must also provide public services to the community. The forms of public services are administrative services, goods services, and services (Hardiyansyah, 2018).

The issuance Law of the Republic of Indonesia Number 25 of 2009 shows the government's commitment to improving quality and guaranteeing the provision of public services following the general principles of good governance and corporations and protecting every citizen and population from abuse of authority in the administration of public services. The principles of providing public services are transparency, accountability, conditional, participative, equal rights, and a balance of rights and obligations (Hardiyansyah, 2018). The Law of the Republic of Indonesia Number 25 of 2009 states that one of the rights of the community is to receive quality service following the principles and objectives of the service. The quality of public services is the totality of the characteristics of a product (goods and/or services) that support the ability to meet community needs (Hardiyansyah, 2018). Apart from that, the discussion of the concept of public management aims to direct and regulate the public sector in working together to meet the needs of the community through public services, to create maximum public (public) satisfaction (Sudarmanto, 2020).

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There are still many agencies in local government that have not been optimal in providing public services. From the results of observations made in the field related to the quality of service at local government agencies in general, namely: (1) the process of completing the service time tends to be long due to the large number of service queues; (2) there is still a lack of coordination between employees in providing services; (3) there is still a lack of fast responses or employee responses in providing services. Based on this description, it shows that the quality of service shown by agencies in local government is still not optimal.

One of the factors that influences service quality is a dynamic situation that is closely related to products, services, human resources, as well as processes, and the environment that can at least meet or even exceed the expected service quality (Tjiptono, 2019). At present many organizations realize that human resources are the most important organizational problem because it is through human resources that other resources within the organization can function or be carried out (Rivai & Sagala, 2018).

Intensive employee involvement in service delivery can lead to quality problems (Tjiptono & Chandra, 2016). Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2020). From the results of observations made in the field related to the performance of employees in local government agencies in general, namely: (1) there is still a lack of cooperation shown between employees in providing services; (2) the completion of service delivery tends to take a long time or the time is not fixed; (3) There are still inaccuracies in the service delivery process; (4) lack of initiative and ability of employees to solve problems in the process of providing services. Based on this description, it shows that the quality of service shown by agencies in the local government is still not optimal in providing services.

Based on the description above, the purpose of this research is to find out whether employee performance affects the quality of service at the General Section of the Regional Secretariat of the City of Bandung. The results of this study are expected to provide additional information and input for the Regional Secretariat of the City of Bandung and the Regional Government in general as a basis for input for decision-making in the context of evaluation and improvement, and this research is expected to become a reference for further research related to the topics discussed in this study.

Employee performance is the result produced by certain job functions or activities in certain jobs during a certain period, which shows the quality and quantity of the work (Bernardin & Russell, 2018). Employee performance in this study was measured based on indicators including quality of work, quantity of work, timeliness, cost-effectiveness, need for supervision, and interpersonal impact (Bernardin & Russell, 2018). Service quality is the expected level of excellence and control over that level of excellence to fulfill customer desires (Tjiptono & Chandra, 2016). Service quality in this study was measured based on indicators including tangibles, reliability, responsiveness, assurance, and empathy (Tjiptono & Chandra, 2016).

Performance can be interpreted as a person's achievement or ability which includes the elements of reliability, initiative, innovation, thoroughness, work results, attendance, attitude, cooperation, neatness, quality of work, and others. Performance (performance) refers to the achievement of employees against the task given. An employee is said to have good performance when the employee has good achievements in carrying out the duties he is assigned (Syamsuddin et al., 2019). Employees are one of the actors and factors that influence the good and bad of people's evaluation of public



services provided by the state. Given the increasing role of the government, especially the tasks of public service to the community, it automatically demands that the performance of the apparatus continues to increase in various aspects. The sub-district party must also pay attention to the performance of its employees to implement public services (Sugiannor, 2020). If employee performance is carried out properly in the sense that it is planned and sustainable, it will have an impact on improving service quality, and vice versa (Heryati, 2019). Every employee needs to continue to improve their performance so that they have good abilities to carry out their work, especially in providing quality services to the public. Thus, it is important to improve employee performance to be able to provide increasingly quality services to all the people served (Parawu & Tahir, 2020). Based on the description of the thinking framework above, the hypothesis formed in this study is as follows:

Ho: Employee performance does not affect service quality.

Ha: Employee performance affects service quality.

METHODS

This type of research is included in quantitative research. The research methods used are descriptive and verification methods. The population of this research are employees at the General Section of the Regional Secretariat of the City of Bandung, totaling 60. The sampling technique is non-probability sampling using a saturated sample, so the number of samples is 60 people. The independent variable is employee performance, and the dependent variable is service quality. The data collection technique used is through a research questionnaire with a Likert scale type. The data analysis used is simple linear regression analysis using SPSS software.

RESULTS AND DISCUSSION

Table 1. Characteristics of Respondents by Gender

Gender	Frequency	Percentage
Man	39	65,00%
Woman	21	35,00%
Total	60	100%

Source: Regional Secretariat of the City of Bandung (2023)

Based on Table 1. above, shows that the employees of the General Section of the Regional Secretariat of the City of Bandung are mostly male at 65.00% (39 people), while the female sex is 35.00% (21 people).

Table 2. Characteristics of Respondents by Age

Age	Frequency	Percentage
<25 Year	3	5,00%
26-35 Year	10	16,67%
36-45 Year	28	46,67%
>45 Year	19	31,67%
Total	60	100%

Source: Regional Secretariat of the City of Bandung (2023)

Based on Table 2 above, shows that the employees of the General Section of the Regional Secretariat of the City of Bandung are mostly aged 36-45 years at 46.67% (28 people), while the least age is <25 years at 5.00% (3 people).

Table 3. Recapitulation of Respondents' Responses Regarding Employee Performance Variables and Service Quality

No	Variable	Actual Score	Ideal Score	%	Mean Score	Category
1	Employee Performance	2927	3600	81,31	4,07	Good
2	Service Quality	2478	3000	82,60	4,13	Good

Source: Processed Data (2023)

Based on Table 3 above, shows that the performance of employees and the quality of service shown by the General Section of the Bandung City Regional Secretariat as a whole are included in the good category.

Table 4. Validity Test Results for Employee Performance and Service Quality Variables

No	Variable	Result	Description
1	Employee Performance	r count > r table	Valid
2	Service Quality	r count > r table	Valid

Source: SPSS Output Results (2023)

Based on Table 4. above, it shows that the calculated r value is greater than the r table value (0.254). This means that employee performance and service quality have met the validity criteria.

Table 5. Reliability Test Results for Employee Performance Variables and Service Quality

No	Variable	Cronbach's Alpha	Criteria	Description
1	Employee Performance	0,979	0,70	Reliable
2	Service Quality	0,980	0,70	Reliable

Source: SPSS Output Results (2023)

Based on Table 5 above, shows that Cronbach's Alpha value is greater than 0.70. This means that employee performance and service quality meet reliable criteria.

Table 6. Normality Test Results (Kolmogorov-Smirnov Test)

Description	Sig Value	Criteria	Description
Unstandardized Residual	0,088	0,05	Normal

Source: SPSS Output Results (2023)

Based on Table 6. above, shows that the significance value is $0.088 > 0.05$, meaning that the model meets the normality assumption or the data is normally distributed.

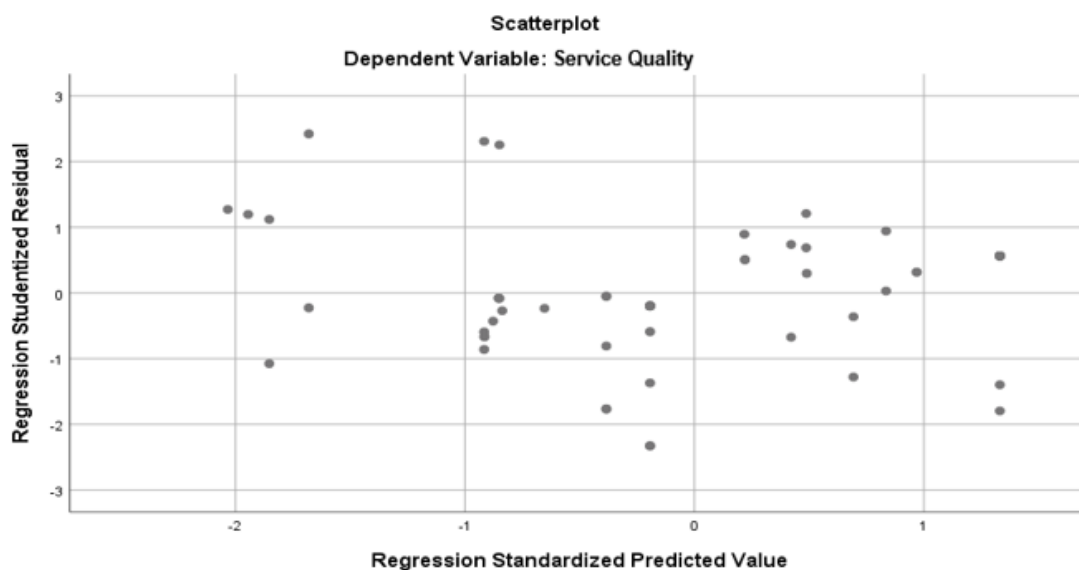


Figure 1. Heteroscedasticity Test
 Source: SPSS Output Results (2023)

Based on Figure 1. above, shows that the points are above and below the value 0 on the Y-axis, besides that the points spread randomly and do not form a certain pattern, meaning that there are no symptoms of heteroscedasticity in the regression model.

Table 7. Simple Linear Regression Analysis

Variable	Coefficient
Constant	0,843
Employee Performance	0,618

Source: SPSS Output Results (2023)

Based on Table 7. above, the results of the simple linear regression equation can be presented as follows:

$$Y = 0,843 + 0,618X$$

Based on the regression equation above, shows that the regression coefficient value of the employee performance variable is 0.618. A positive sign on the value of the regression coefficient indicates that employee performance has a positive effect on service quality. The higher the performance of employees, the higher the quality of service.

Table 8. Hypothesis Testing

Variable	t Value	Sig Value	Result
Employee Performance	5,889 > 2,002	0,000 < 0,05	H _a Accepted

Source: SPSS Output Results (2023)

Based on Table 8 above, shows that employee performance variables affect service quality variables.



Table 9. Testing the Coefficient of Determination

Description	Value	Percentage
R-squared	0,374	37,4%

Source: SPSS Output Results (2023)

Based on Table 9 above, shows that the magnitude of the influence of employee performance variables affects the service quality variable by 37.4%, while the remaining 62.6% is influenced by other variables outside the research model.

The Influence of Employee Performance on Service Quality

The results of the study show that employee performance influences service quality. The magnitude of the influence of employee performance on service quality is 37.4%. The results of this study are also supported by the theory which states that performance can be interpreted as a person's achievement or ability which includes the elements of reliability, initiative, innovation, thoroughness, work results, attendance, attitude, cooperation, neatness, quality of work, and others. Performance (performance) refers to the achievement of employees against the task given. An employee is said to have good performance when the employee has good achievements in carrying out the duties he is assigned (Syamsuddin et al., 2019). Employees are one of the actors and factors that influence the good and bad of people's evaluation of public services provided by the state. Given the increasing role of the government, especially the tasks of public service to the community, it automatically demands that the performance of the apparatus continues to increase in various aspects. The sub-district party must also pay attention to the performance of its employees to implement public services (Sugiannor, 2020). If employee performance is carried out properly in the sense that it is planned and sustainable, it will have an impact on improving service quality, and vice versa (Heryati, 2019). Every employee needs to continue to improve their performance so that they have good abilities to carry out their work, especially in providing quality services to the public. Thus, it is important to improve employee performance to be able to provide increasingly quality services to all the people served (Parawu & Tahir, 2020). The results of this study are in line with previous studies conducted by Syamsuddin et al. (2019), Sugiannor (2020), Heryati (2019), Parawu & Tahir (2020), Islamiyah et al. (2021), Hajlianika (2021), Kasih & Wijaya (2022), Mahendra et al. (2022), the results of his research show that employee performance affects service quality.

CONCLUSION

The results of the study show that employee performance influences employee performance. However, the results of the study also show that there are still some things that must be addressed by the General Section of the Bandung City Regional Secretariat to improve employee performance and service quality. Related to employee performance, namely increasing training that is carried out on an ongoing basis to increase employee competence, adjusting the number and targets of work following the capacity and competence of employees, giving warnings or sanctions to employees who cannot complete work on time, providing adequate organizational resources so that they can support employee work, increasing employee initiative in work by supervising employees, and building and improving good cooperative relations between employees. Related to service quality, namely increasing the delivery of services accurately, improving the process of completing services promptly, and increasing the responsiveness and response of employees in providing services.



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