

# Effect of Work Culture and Competence on Service Satisfaction through Service Quality: Study in the Department of Integrated Services One Stop (DPTSP) DKI Jakarta Province

Djoko Setyo Widodo

Lecturer at Faculty of Economics, Universitas Krisnadwipayana  
Campus Unkris Jatiwaringin Po Box 7774 / Jat CM Jakarta 13077, Indonesia  
djokosetyowidodo@gmail.com

**Abstract-** *DKI Jakarta Province, as a representation of Indonesia in the international eye, has all the conditions and support of facilities to be able to provide better licensing services from other regions, but, in reality, the public still complains about the length of time and the cost of obtaining permits in DKI Jakarta. The purpose of this study was to determine the effect of competence, work culture on service quality, to find out the effect of competency, work culture on satisfaction directly and indirectly through service quality as many as 205 samples. The data analysis method used is Structural Equation Modeling (SEM).*

*The results of the study indicate that there is an influence of work culture and competence on service quality. There is the influence of service quality on satisfaction. There is the influence of work culture and competence on satisfaction mediated by service quality.*

**Keywords:** *Work Culture; Competence; Service Quality and Service Satisfaction.*

## 1. INTRODUCTION

The new paradigm of governance characterized by bureaucratic reform to achieve good governance. Reforms include eight areas of major change in government agencies at central and local, including the organization, governance, regulation and work culture apparatus.

Public services as one of the national agenda bureaucratic reform directed toward fundamental changes to change the stigma of government public services that have been complained about by the people into excellent service. This provides the rationale for the government to improve its management of public services by implementing a service model One Stop Service (OSS) as an innovation and breakthroughs being implemented to improve the quality of public services, particularly related to licensing services. The policy aims to get closer and improve services to the public as well as shortening the service process in order to realize the service that is fast, easy, inexpensive, transparent, certain, and affordable.

DKI Jakarta, as a representation of Indonesia in international eyes, picks all the terms and support facilities to be able to provide licensing services better than other regions. However, in reality, people are still complaining about the length of time and expense of obtaining a license in Jakarta, especially the permission to start a business. The length of the chain due to licensing bureaucracy in Jakarta PTSP construction that do not yet have full authority and the right institutional design

permits rapid processing (procedure), clear (requirements), easy (time) and cost.

Problems and complaints against the Office licensing service One Stop (DPTSP) of Jakarta actually knowable of service complaints through suggestion boxes, email, SMS center and public information disclosed in the media.

Various problems exist in the licensing service in Jakarta, such as the lack of authority for the implementation of OSS in the provision of licenses, permits authorities are still scattered in various SKPD cause the licensing service in Jakarta is still a long, expensive and takes a long time. It is indeed ironic that Jakarta is a city with the largest economy in Indonesia, as well as a benchmark for the international community to assess Indonesia.

Licensing bureaucratic reform through the establishment of PTSP in Jakarta to be done to improve the efficiency and effectiveness of licensing services. In practice, there are many challenges in establishing a specialized institution that handles licensing services, whether from internal or external. However, it can be overcome with the high commitment of the head of the region to surrender all authority licensing services to the OSS.

One of the efforts taken by the government of Jakarta as a form of commitment to improving licensing services is shaping regulation on the implementation of the one-stop service. The existence of an important legislation to provide stronger legality of the existence of OSS as an authorized institution in organize licensing services in

Jakarta to be faster, more effective and efficient with regard to aspects of public interest

The steps above are also a manifestation of the government's commitment to improving the quality of public services by applying the One-Stop service model with the enactment of the President of the Republic of Indonesia Number 97 the Year 2014 on the Implementation Service and Regional Regulation No. 1 of 2013 concerning the implementation of Integrated Services One Stop. This work unit has a duty to serve the licensing and non-licensing with the one-door system.

According to Lovelock and Wirtz (2014)[21], satisfaction is an attitude that is decided based on the experience acquired. Satisfaction is an assessment of the distinctive traits or products or services, or the product itself, which provides a level of service associated with the pleasure of meeting the needs of service consumption. Satisfaction Services can be created through quality, service, and value. The key to generating customer loyalty is to provide high customer value. The statement was confirmed by several studies that claim that the service satisfaction is influenced by the quality of service (Zeithaml et.al in Wahyuni and Pranoto, 2013[33]; Soekiyono, et al, 2014[31]; Riyadi, et al, 2015; Gunadi, et al, 2016)[8].

Theoretically, there are several factors that affect the quality of service and the impact on satisfaction. Some of these are competence and culture. Because as is known, competence is a key factor deciding for someone to produce a good performance and the collective situation, competence is a key factor in determining the success of the organization. Based on competence, performance or quality of service will be generated. The statement was confirmed by several studies that the competence of the employees has a significant influence on the quality service (Ridlo, 2015; Isalmiadi, 2015[11]; Gunadi, et al, 2016[8]; Ronald, 2016).

So also with the culture, because the work culture can be defined as a system of behavior and habits conducted by institutions and human resources services provider to the community as a recipient of the service. Culture can be either physical work as a routine employee/employees, procedures for service, work habits or rituals, and non-physical example of faith, hope, idea, or dream employee. Can be likened to the work culture that fosters organization fertilizer service providers to produce fruit that will benefit service recipients. The statement was confirmed by several studies that claim culture has a significant influence on the quality service (Ronald, 2016; Gunadi, et al, 2016[8] Ojoaksa, 2017).

## **2. LITERATURE REVIEW**

### **2.1 Service Satisfaction**

Academics and experts define satisfaction among Kotler and Keller (2009: 139) [16]"in general, satisfaction is feeling happy or disappointed someone arising from comparing the performance of the perceived product (or

result) to their expectations." The assessment of satisfaction and dissatisfaction with the service though there is no consensus on how to measure service satisfaction, a number of studies have shown that there are three important aspects that need to be examined in the framework of service satisfaction measurement.

According to Lovelock and Wirtz (2011: 74) "Satisfaction is an attitude that is decided based on the experience acquired. Satisfaction is an assessment of the distinctive traits or products or services, or the product itself, which provides a level of service associated with the pleasure of meeting the needs of service consumption. Satisfaction Services can be created through quality, service, and value. The key to generating customer loyalty is to provide high customer value.

According to Kotler & Armstrong (2012; 36)[16], the value of the customer is the customer comparisons between all the advantages and all the costs to accept the offer given. The total cost of the customer is a group of the costs used in assessing, acquiring and using products or services. Because customer satisfaction is highly dependent on the perceptions and expectations of customers, then as a supplier of products need to determine the factors that influence it.

Likewise with Tjiptono (2012: 301) states that service satisfaction is the situation shown by the service when they realize that their needs and wants as expected and met promptly.

From the definition above can be concluded that the service satisfaction is feeling happy or disappointed from the service after comparing the expectation of a product with the performance of the product itself.

### **2.2 Competence**

The concept of competence to be popular and attractive well as the study and implementation of human resource management practices. The concept itself is not new competencies in the development of human resources aimed at delivering performance results in accordance goals and objectives of the organization. Wibowo (2007: 86) said that competence is an ability to execute or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence demonstrated the skills or knowledge that is characterized by professionalism in a particular field as something that is important, as the flagship of the field.

Meanwhile, according to Mangkunegara (2012: 40)[22] human resource competencies are competencies associated with knowledge, skills, abilities and personality characteristics that influence directly to performance. McClelland in Rivai and Sagala (2013: 299)[25] defines that "competence as a fundamental characteristic owned by someone who directly influences or can predict a very good performance".

Of the various views can be concluded that competence is the ability to perform tasks or jobs based on knowledge,

skills, and supported by the attitude of the individual characteristics.

Competence is the key determinant factor for someone to produce a good performance and the collective situation, competence is a key factor in determining the success of the organization. Based on competence, performance or quality of service will be generated, then from the performance or quality of service then the resulting performance and the realization of effectiveness and efficiency.

The standard explanation of employee competence as a public service officer is one standardized size in the public service that must be adhered to as stipulated in the Decree of the Minister of Administrative Reform No. 63 / KEP / M.PAN / 7/2003, which is the competence of personnel service providers must be established with right by knowledge, skills, attitudes, and behaviors needed.

### 2.3 Work Culture

Culture in the work environment is the crystallization of the values inherent to each individual at the time of carrying out their work. Norms, values, and rules of the work environment will influence and shape the behavior, attitudes, beliefs, habits of a person in the work. Work culture essentially already exists and is known for a long time by people who rooted in values that are owned and behaviors become habits.

Schein (2010: 18)[27] defines culture as a pattern of basic assumptions together studied a specific group to address the issue external adaptation and internal integration official and has worked well and therefore taught/passed on to new members as the proper way to understand, think and feel associated with these problems. Furthermore, Schein describes the cultural elements, namely: knowledge, belief, art, morals, law, customs, behaviors/practices (norms) of society, the basic assumption, the value system, learning/inheritance, and the problem of external adaptation and internal integration,

In practice, the work culture derived from the culture of the organization. Work culture is a commitment to the

organization, in an effort to develop human resources, work processes, and work better. Lotze (2004: 10-11)[19] states work culture is a general view of a worker who is implemented in the work. Work culture is composed of mutually agreed attitude towards work, a shared belief is not about work, but work in general, attitudes and routines at work, in the tradition of work, and things are usually done daily. Oxford Dictionary of Business and Management in Blessinger and Hrycaj (2013: 1)[3], the work culture can be defined as the values, customs, rituals, attitudes, and norms agreed upon by the members of the organization, that must be learned and accepted by the new members in the organization. Work culture is one of the important elements that contribute to the quality of employment.

Sedarmayanti (2013: 76) states that the "culture of human resources is an attitude (mind + power = culture) as well as the human way of life which is based on a view of life which is based on the value of excellent manners generally accepted and has become nature, habits and driving force which gives a positive power in people to always succeed in the work.

Another view of the nature of the work culture described by Arwildayanto (2013: 37)[1] that "simply the work culture can be defined as an attitude, obedience, obedience to norms, ethics, the rules and apply in carrying out the activities of the task both physically and mentally for produce goods or services within an institution (organization)".

Based on the opinions Ndraha (2005: 208)[24] which says that the work culture can be divided into 1) The attitude towards work, the favoring of employment compared to other activities, such as recreation, or simply derive satisfaction from the busyness of his own work, or forced to do something just for its survival; and 2) Behavior at work, such as diligent, dedicated, responsible, careful, conscientious, meticulous, a strong willingness to learn the duties and obligations, like helping a fellow employee, or vice versa.

## 3. RESEARCH METHODS

### 3.1 Model Framework Research

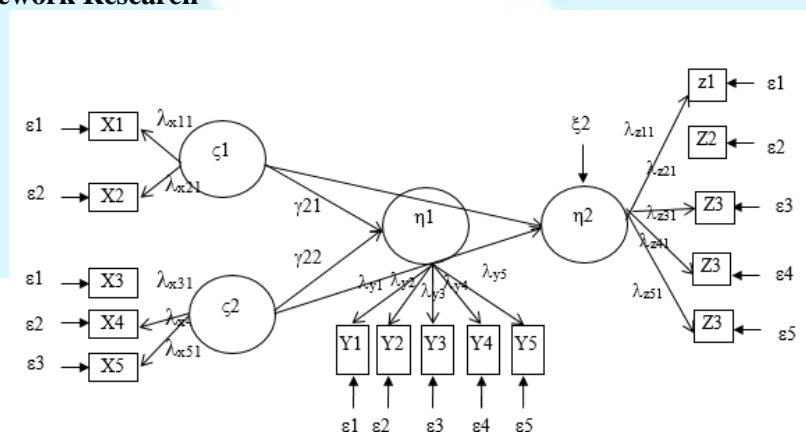


Figure 1. Framework Research Model



### 3.2 Formulation of the Problem

Based on the background described above, the formulation of research problems are:

1. Is the employee competence to influence the quality of service in the Department of Integrated Services One Stop (DPTSP) of Jakarta?
2. Is the work culture influence the quality of service in the Department of Integrated Services One Stop (DPTSP) of Jakarta?
3. Is the influence of service quality service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta?
4. Is the employee competence affect the service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta?
5. Is the work culture affect the service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta?
6. Is the employee competency indirect effect on service satisfaction through quality of service in the Department of Integrated Services One Stop (DPTSP) of Jakarta?
7. Is the work culture indirect effect on satisfaction through quality of service Office Services One Stop Services (DPTSP) of Jakarta?

### 3.3 Object Research

Department of Integrated Services One Stop (DPTSP) of Jakarta is a local work unit formed by Regional Regulation No. 1 of 2013.

### 3.4 Population and Sample Research

The population in this study are all people who use the services the Department of Integrated Services One Stop (DPTSP) of Jakarta. The while sampling technique is a process of selection and determination of the type of sample and sample size calculation will be the subject or object of research. In this study, the technique used is a simple random sampling technique. Simple random sampling technique is sampling where all individuals who become members of the population have the same opportunities and freely elected a member of the sample. Of the population is taken random obtained a sample of

205 random samples of qualified sampling by SEM analysis that is equal to a minimum of 200 samples (Ghozali, 2005)[7].

### 3.5 Data Collection Technique

According to Sugiyono (2017: 137)[32], data collection may use primary sources and secondary sources. The primary source is a data source that directly provides data to data collectors. While secondary sources are sources that do not directly provide the data to the data collector. According to Sugiyono (2017)[32], data collection techniques in quantitative research can be done with the test, questionnaires, interviews, structured observations. In this study, using the techniques of data collection by questionnaire and literature study.

### 3.6 Data Analysis Technique

Verification test used is Structural Equation Modeling (SEM) to determine the direct effects between the study variables. SEM analysis techniques with multivariate statistical analysis techniques to study the causal relationship between the latent variables.

## 4. RESULTS AND DISCUSSION

### 4.1 Test Structural Equation Modeling (SEM)

#### 4.1.1 Test Measurement Model

Stage in SEM analysis techniques is the phase measurement model. The model used to measure the dimensions forming a factor. The estimation technique used in the calculation is the SEM premises using maximum likelihood. But before forming a full model SEM, will first be tested on the factors that make up each variable. Tests will be performed with seeing the results of the standardized regression weight on the output table AMOS. If there estimate the value of the indicators that have a value estimate <0.5, then the indicator cannot describe constructs.

#### a. Construct Measurement Model Work Culture

The test results of measurement models for work culture can be seen through the value of coefficient loading factor of each indicator is presented in the following table:

Table 1. Loading Factor Coefficient Values Construct Work Culture

Latent variables	Variable manifest	$\lambda$	$\lambda^2$	e	CR	VE
Work Culture (X1)	X1.1	0.829	0.687	0.313	0.897	0.814
	X1.2	0.970	0.941	0.059		

Source: Data processed, 2018

Table 1 shows that the loading factor for each indicator construct Work Culture is greater than 0.5. This means that each indicator is valid in shaping the cultural construct of work. Then the value of CR (construct reliability) must be above 0.7 and a VE (variance extracted) should be above 0.5 are met so that it can be

concluded that the work culture constructs validity and reliability have good construct.

#### b. Construct Measurement Model Competency

The test results of measurement models for competence can be seen through the loading factor coefficient value of each indicator is presented in the following table:

Table 2. Value Coefficient Loading Factor Constructs Competency

Latent variables	Variable manifest	$\lambda$	$\lambda^2$	e	CR	VE
Competence (X2)	X2.1	0.892	0.796	0.204	0.904	0.758
	X2.2	0.852	0.726	0.274		
	X2.3	0.867	0.752	0.248		

Source: Data processed, 2018

Table 2, demonstrating that the loading factor for each indicator construct competence is greater than 0.5. This means that each indicator is valid in shaping the construct of competence. Then the value of CR (construct reliability) must be above 0.7 and VE (variance extracted) should be above 0.5 are met so that it can be concluded

that the construct validity and reliability of competence have good construct.

#### c. Construct Measurement Model Quality of Service

The test results of measurement models for quality of service can be seen through the value of coefficient loading factor of each indicator is presented in the following table:

Table 3. Value Coefficient Loading Factor Construct the Quality of Service

Latent variables	Variable manifest	$\lambda$	$\lambda^2$	E	CR	VE
Quality of Service (Y1)	Y1.1	0.910	0.828	0.172	0.954	0.806
	Y1.2	0.919	0.845	0.155		
	Y1.3	0.913	0.834	0.166		
	Y1.4	0.866	0.750	0.250		
	Y1.5	0.880	0.774	0.226		

Source: Data processed, 2018

Table 3, demonstrating that the loading factor for each indicator of service quality construct is greater than 0.5. This means that each indicator is valid in form service quality to construct. Then the value of CR (construct reliability) must be above 0.7 and a VE (variance extracted) should be above 0.5 are met so that it can be

concluded that the quality construct validity and reliability of service have good construct.

#### d. Construct Measurement Model Service Satisfaction

The test results of measurement models for service satisfaction can be seen through the value of coefficient loading factor of each indicator is presented in the following table:

Table 4. Value Coefficient Loading Factor Constructs Services Satisfaction

Latent variables	Variable manifest	$\lambda$	$\lambda^2$	E	CR	VE
Service Satisfaction (Y2)	Y2.1	0.817	0.667	0.333	0.909	0.665
	Y2.2	0.813	0.661	0.339		
	Y2.3	0.815	0.664	0.336		
	Y2.4	0.813	0.661	0.339		
	Y2.5	0.820	0.672	0.328		

Source: Data processed, 2018

Table 4, demonstrating that the loading factor for each performance indicator constructs satisfaction is greater than 0.5. This means that each indicator is valid, except indicators KP5 in shaping the construct of service satisfaction. Then the value of CR (construct reliability) must be above 0.7 and a VE (variance extracted) should be above 0.5 are met so that it can be concluded that the

satisfaction construct validity and reliability of service have good construct.

#### e. Analysis of Structural Equation Model

Having ascertained the assumptions in the processing of SEM are all met, then it can be continued for a further analysis, the structural modeling (SEM). SEM analysis using AMOS software assistance 18. The structural modeling results can be seen in the following figure

:

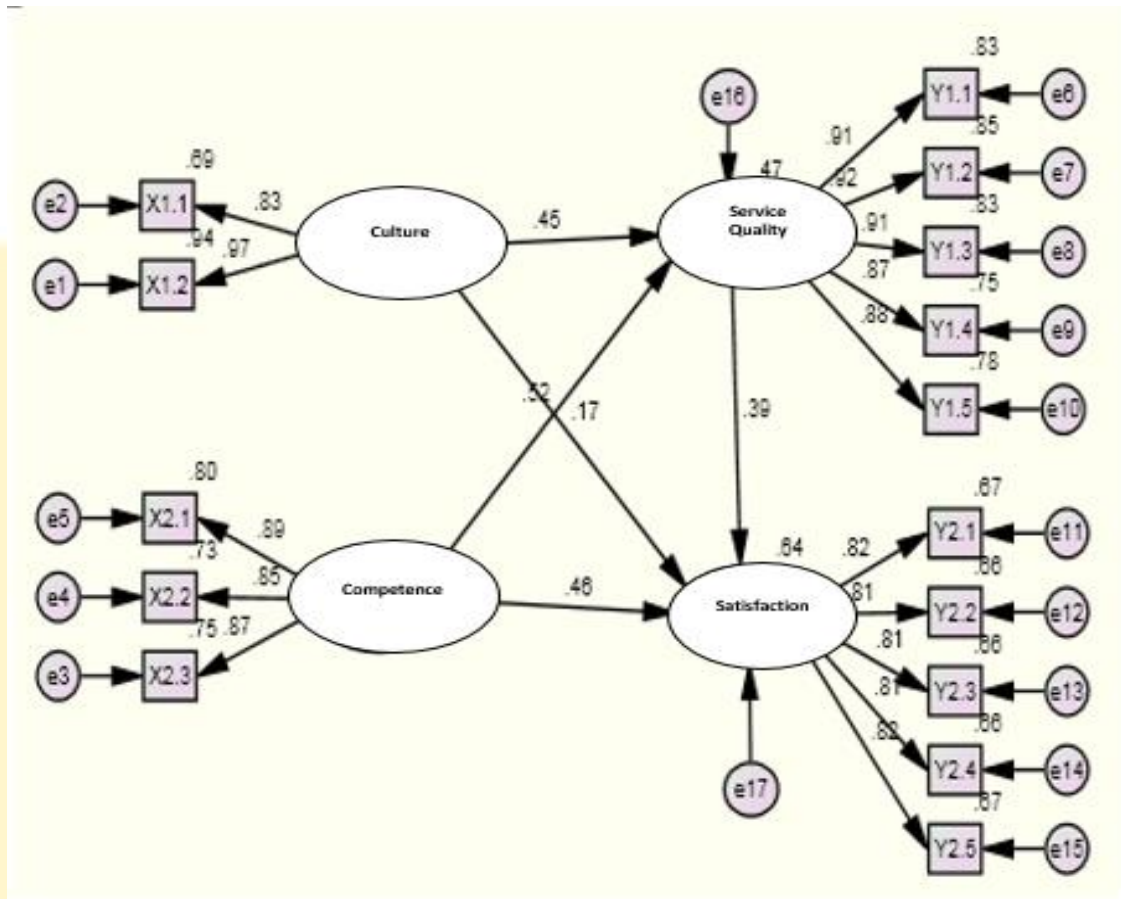


Figure 1 Path Diagram Structural Model

Based on the image above structural equation as follows:  
Quality of service =  $0.448 + 0.516 * \text{cultural competence}$ , Error var = 0.533,  $r^2 = 0.467$

Satisfaction =  $0.173 + 0.462 * \text{cultural competency} + .386 * \text{quality of service}$ , Error var = 0.363,  $r^2 = 0.637$

From these equations can be explained that the way relationships work culture and competence of service

quality was positive with a total effect of 46.7%. Likewise in the second direction of the relationship equation work culture, competence and quality of service to service satisfaction is also positive with a total effect of 63.7%.

#### f. Conformance Test Model

The goodness of fit criteria of structural equation models above are presented in the following table:

Table 5. The goodness of Fit Testing Research Model

Fit indicator	Recommended value	Evaluation model	Research result	Conclusion
<b>Absolute Fit</b>				
Normed Chi-Square ( $X^2 / df$ )	< 2	Over fittings	1,946	Over fit
	$2 < X^2/df < 5$	Good Fit		
RMSEA	< 0.10	Good Fit	0,068	Good fit
	< 0.05	Very Good Fit		
	< 0.01	Outstanding Fit		
GFI	> 0.90	Good Fit	0,913	Good fit
NFI	>0.9	Good Fit	0,953	Good fit
NNFI or Tucker Lewis	>0.9	Good Fit	0,968	Good fit
Index (TLI)				

Fit indicator	Recommended value	Evaluation model	Research result	Conclusion
CFI	>0.9	Good Fit	0,976	Good fit
RFI	>0.9	Good Fit	0,935	Good fit
<b>Parsimonious Fit</b>				
PNFI	0-1	Bigger is better	0,699	Good fit

Source: Data processed, 2018

Based on Table 5, it can be seen that the normed Chi-Square value of 1.947 indicates that the model including the category of good fit, based RMSEA, NFI, TLI, and CFI also included in the category of good fit and based on other indicators included in the category of the good fit.

## 4.2 Hypothesis Testing

The next goal in the analysis of the structural model is to estimate the parameters of influence between variables, which are also going to prove the hypothesis of the study. Here is a summary of the parameter estimation results SEM analysis was done as presented in the following table:

Table 6. Hypothesis 1-5

Variables			Estimate	CR	P-value	Information
BK (X1)	→	KP (Y)	0.448	6.752	0.000	Significant
KOM (X2)	→	KP (Y)	0.516	8.206	0.000	Significant
KP (Y)	→	PEM (Z)	0.386	5.054	0.007	Significant
BK (X1)	→	PEM (Z)	0.173	2.717	0.000	Significant
KOM (X2)	→	PEM (Z)	0.462	6.433	0.000	Significant

Description: BK = work culture, KOM = competence, KP = quality of service, PEM = satisfaction

Based on the coefficient values in the table above, it can be explained results of hypothesis testing as follows:

### 4.2.1 Work culture has a positive effect on the quality of service

The hypotheses tested were:

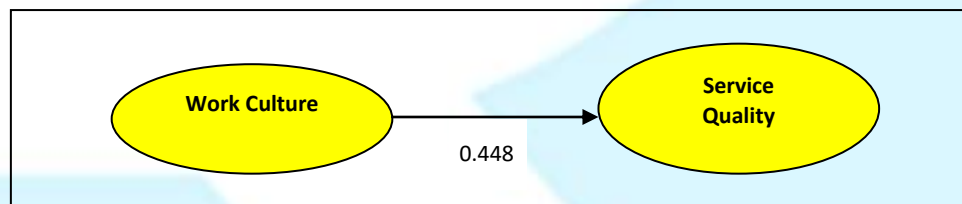


Figure 2 Hypothesis 1

The value of standardized regression weight coefficients between the variables work culture with the variable quality of service is equal to 0.448 with probability is 0.000 or  $p < 0.05$  and has a critical ratio (cr) of 6.752 or greater than 1.96 then  $H_0$  rejected. This means the variable work culture positive and significant effect on the variable quality of service. So the first hypothesis can be accepted.

The coefficient of 0.448 indicates that if the work culture promoted one unit then the value of the quality of service will increase by 0.448 units. Because these coefficients are positive value means that the higher the work culture will ideally be followed by further increase quality of service.

### 4.2.2 Competence has a positive effect on the quality of service

The hypotheses tested were:

$H_0$ : Work culture does not have a positive influence on service quality

$H_1$ : Work culture has a positive influence on service quality

$H_0$ : Competence does not have a positive effect on the quality of service

$H_1$ : Competence has a positive effect on the quality of service



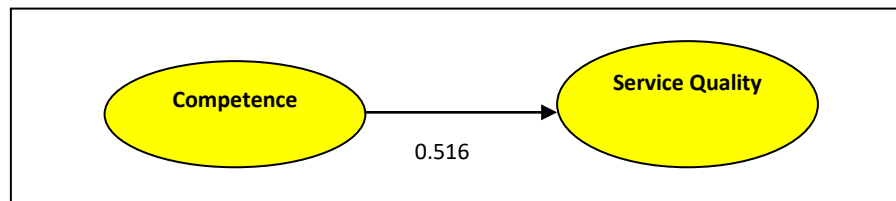


Figure 3 Hypothesis 2

The value of standardized regression weight coefficients between the variables of competence by the variable quality of service is equal to 0.516 with probability is 0.000 or  $p < 0.05$  and has a critical ratio (cr) of 8.206 or greater than 1.96 then  $H_0$  rejected. This means that the variable competence and significant positive effect on the variable quality of service. So that the second hypothesis can be accepted.

The coefficient of 0.516 indicates that if competence is raised in one unit then the value of the quality of service will increase by 0.516 units. Because these coefficients

are positive value means that the higher the competence should ideally be followed by further increase quality of service.

#### 4.2.3 *Service quality has a positive impact on service satisfaction*

The hypotheses tested were:

$H_0$ : Quality of service does not have a positive impact on service satisfaction

$H_1$ : Quality of care has a positive impact on service satisfaction

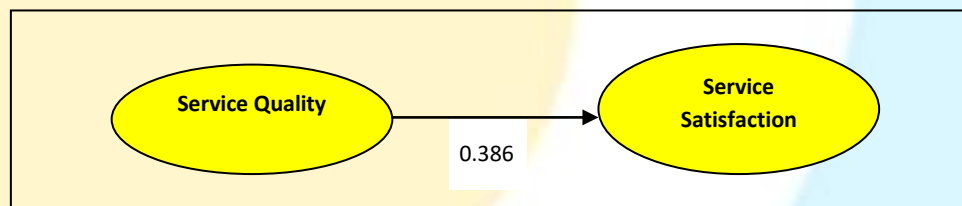


Figure 4 Hypothesis 3

The value of standardized regression weight coefficients between the variables of service quality and service satisfaction variable is equal to 0.386 with probability is 0.007 or  $p < 0.05$  and has a critical ratio (cr) of 5.054 or greater than 1.96 then  $H_0$  rejected. This means that the variable quality of service and significant positive effect on the variable service satisfaction. So the third hypothesis can be accepted.

The coefficient of 0.386 indicates that if the quality of service increase by one unit the value of service satisfaction will increase by 0.386 units. Because these

coefficients are positive value means that the higher the quality of service would ideally be followed by further increase service satisfaction.

#### 4.2.4 *Work culture has a positive impact on service satisfaction*

The hypotheses tested were:

$H_0$ : Work culture does not have a positive impact on service satisfaction

$H_1$ : Work culture have a positive impact on service satisfaction

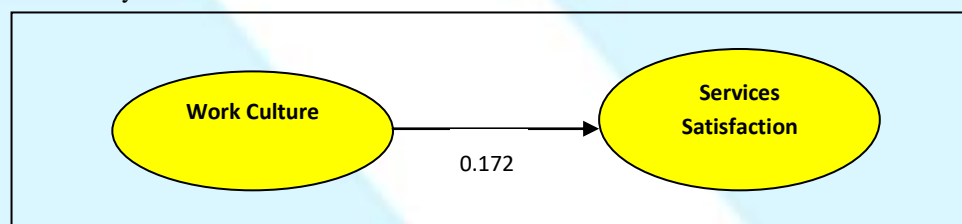


Figure 5 Hypothesis 4

The value of standardized regression weight coefficients between the variables work culture with variable service satisfaction is at 0.432 with probability is 0.000 or  $p < 0.05$  and has a critical ratio (CR) of 2,717 or greater than 1.96 then  $H_0$  rejected. This means the variable work culture positive and significant effect on the variable service satisfaction. Thus hypothesis 4 can be accepted.

The coefficient of 0.173 indicates that if the work culture promoted one unit then the value of service satisfaction will increase by 0.173 units. Because these coefficients

are positive value means that the higher the work culture will ideally be followed by further increase service satisfaction.

#### 4.2.5 *Competence has a positive impact on service satisfaction*

The hypotheses tested were:

$H_0$ : Competence does not have a positive influence on service satisfaction

$H_1$ : Competence has a positive influence on service satisfaction



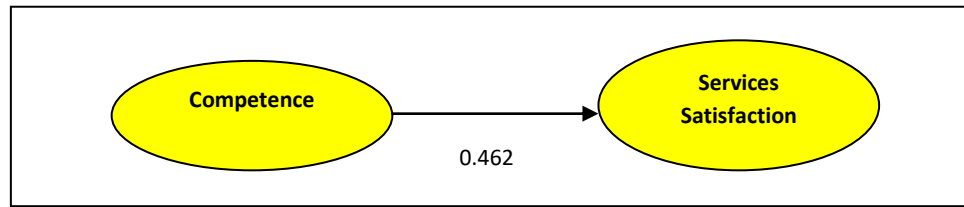


Figure 6 Hypothesis 5

The value of standardized regression weight coefficients between the variables of competence with variable service satisfaction is equal to 0,462 with 0,000 is probability or  $p < 0.05$  and has a critical ratio (cr) of 6.433 or greater than 1.96 then  $H_0$  rejected. This means that the variable competence and significant positive effect on the variable service satisfaction. Thus the hypothesis 5 is acceptable. The coefficient of 0.462 indicates that if competence is raised one unit then the value of service satisfaction will increase by 0,462 units. Because these coefficients are

positive value means that the higher the competence should ideally be followed by further increase service satisfaction.

#### 4.2.6 Work culture has a positive impact on service satisfaction through quality of service

The hypotheses tested were:

$H_0$ : Work culture does not have a positive impact on service satisfaction through quality of service

$H_1$ : Work culture have a positive impact on service satisfaction through quality of service

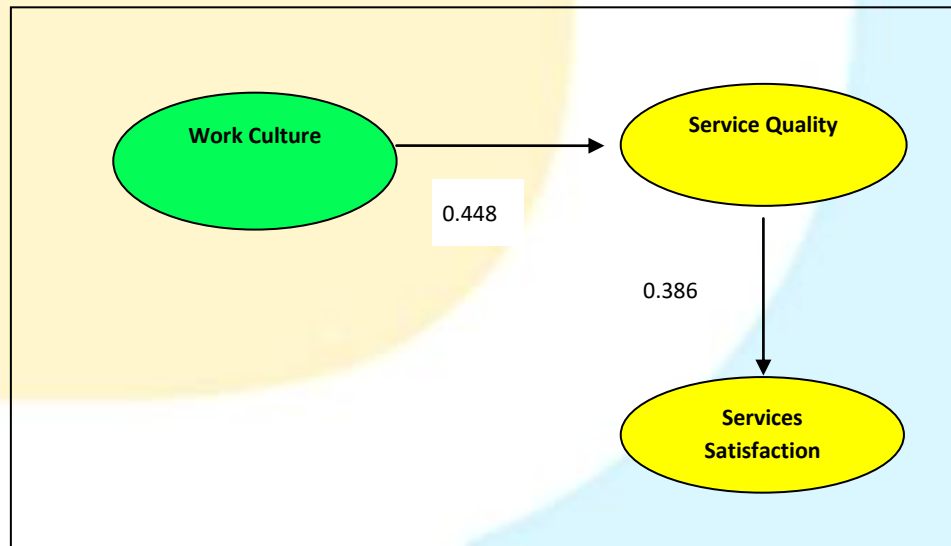


Figure 7 Hypothesis 6

Significance for testing quality of service as a mediating variable in the model can be checked from the test results with the first details Sobel is seeking use values path

coefficients and standard errors for each lane. Then look for the standard error values together between both lines as follows.

Table 7. Results of hypothesis testing (6)

Relationship	Coefficient Line	Standard Error
Work Culture → Service Quality	0.448	0.102
Service Quality → Satisfaction Services	0.386	0,067

Source: Data processed, 2018

Description table above can be described as follows:

$a = 0.448$  . $S_a = 0.102$

$b = 0.386$  . $S_b = 0.079$

Based on the calculations, the value of  $t$  to test the effect of mediation on this hypothesis is 3.493. If  $\alpha = 0.05$ , table = 1.96. From the above calculations, it can be concluded that  $t$  (3.493) is greater than  $t$  table (1.96) with a significance level of 0.05, it can be concluded that the work culture influence the quality of service mediation

service quality has the significant impact. Thus the hypothesis 6 can be accepted.

#### 4.2.7 Competence has a positive impact on service satisfaction through quality of service

The hypotheses tested were:

$H_0$ : Competence does not have a positive influence on service satisfaction through quality of service

$H_1$ : Competence has a positive impact on service satisfaction through quality of service

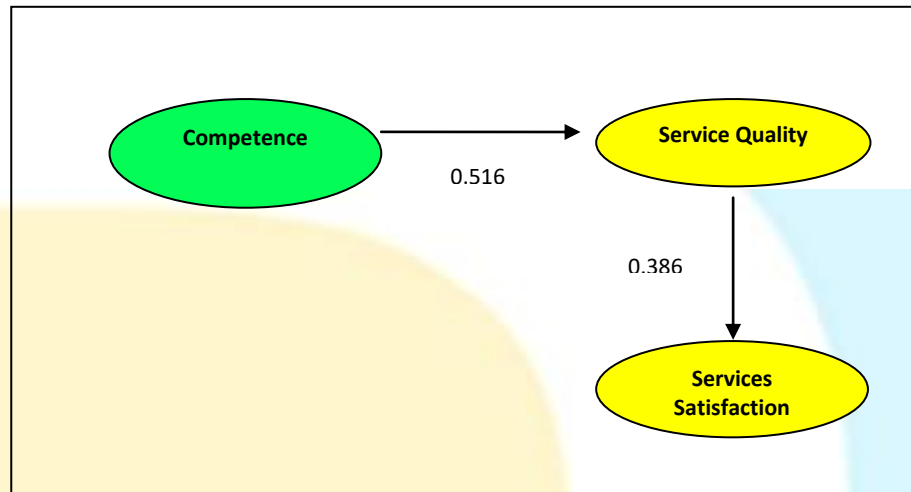


Figure 8 Hypothesis 7

Significance for testing quality of service as a mediating variable in the model can be checked from the test results with the first details Sobel is seeking use values path

coefficients and standard errors for each lane. Then look for the standard error values together between both lines as follows.

Table 8. Results of hypothesis testing (7)

Relationship	Coefficient Line	Standard Error
Competence → Service Quality	0.516	0.079
Service Quality → Satisfaction Services	0.386	0,067

Source: Data processed, 2018

Description table above can be described as follows:

$a = 0.516$  . $S_a = 0.079$

$b = 0.386$  . $S_b = 0.067$

Based on the calculations, the value of  $t$  to test the effect of mediation on this hypothesis is 4,321. If  $\alpha = 0.05$ , table = 1.96. From the above calculations, it can be concluded that  $t$  4.321 is greater than  $t$  table 1.96 at the 0.05 level, it can be concluded that the effect of the competence of the

mediation service quality with service quality has a significant impact. Thus the hypothesis 7 can be accepted.

#### 4.2.8 The direct influence, indirect influence and the influence of the total

The following tables disclose their direct and indirect influence of the variable work culture, competence, service quality, and service satisfaction.

Table 9. Effect of directly and indirectly to the quality of service

Variables	Service Quality		
	Directly	Indirect	Total
Work Culture	0.238	0.000	0.238
Competence	0.266	0.000	0.266

Source: Data processed, 2018

In the table above it can be seen that the work culture and work competence only has a direct impact on the quality of service. Values smaller influence workplace culture

when compared with competence. This means that competency has a larger share of the change in the quality of service compared to the work culture.

Table 10. The effect directly and indirectly to the satisfaction of service

Variables	Service Satisfaction		
	Directly	Indirect	Total
Work Culture	0.030	0.188	0.218
Competence	0.213	0.199	0.413

Source: Data processed, 2018

To see the effect of work culture and competence to the satisfaction of the service either directly or indirectly can be seen in the table above. Work culture has a direct impact of 3.0% while the indirect effect is that through the quality of service is 18.8% greater than its direct effect circuitry. As for competence, where the direct

effect is by 21.3% and its indirect effect was 19.9%. This means that service quality has a significant meaning in the establishment of service satisfaction.

## 5. DISCUSSION OF RESULTS

In the model analysis of measurement in this study indicate that all variables have met the criteria of validity and reliability, while at the structural model analysis shows that hypotheses 1-7 support the hypothesis. The test results from the structural model for each hypothesis is as follows:

### 5.1 Effect of employee competence and work culture to quality of service in the Department of Integrated Services One Stop (DPTSP) of Jakarta

The results showed that there was influence by either simultaneously or partially from employee competence and work culture to quality of service in the Department of Integrated Services One Stop (DPTSP) of Jakarta, with The value of standardized regression weight coefficient between variables Work Culture with variable service quality is equal to 0.448 with a probability of 0.000 or  $p < 0.05$  and has a critical ratio (CR) of 6.752 or greater than 1.96 then  $H_0$  is rejected. This means that the variable work culture and significant positive effect on the variable quality of service. The value of standardized regression weight coefficients between the variables of competence by the variable quality of service is equal to 0.516 with probability is 0.000 or  $p < 0.05$  and has a critical ratio (CR) of 8.206 or greater than 1.96 then  $H_0$  is rejected. This means that the variable competence and significant positive effect on the variable quality of service

This is consistent with some previous other research indicating that employee competence has a significant influence on the quality service (Ridlo, 2015; Isalmiadi, 2015[11]; Gunadi, et al, 2016[8]; Ronald, 2016;). As well as with several studies that claim culture has a significant influence on the quality service (Ronald, 2016; Wisely, 2016; Gunadi, et al, 2016[8]; Ojoaksa, 2017

### 5.2 Effect of employee competence and work culture to service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta

The results of this study indicate that there is the influence of employee competence and work culture to service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta, with The value of standardized regression weight coefficient between variables work culture with variable service satisfaction is at 0.173 with probability is 0.000 or  $p < 0.05$  and has a critical ratio (CR) of 2,717 or greater than 1.96 then  $H_0$  is rejected. This means the variable work culture positive and significant effect on the variable service satisfaction. The value of standardized regression weight coefficients between the variables of competence with variable service satisfaction is equal to 0,462 with a probability of 0.000 or  $p < 0.05$  and has a critical ratio (CR) of 6,433 or greater than 1.96 then  $H_0$  is rejected. This means that the variable competence and significant positive effect on the variable service satisfaction.

This is in line with research conducted by Saurina and Coenders in Ivana (2013: 116) states that "competence influence on satisfaction so that with the skills and knowledge possessed by employees, companies can improve the company's operational functions properly in accordance with the purpose of the company" to do the same. According to Nasri and Nurjanah (2012) empirically show that employee competence significantly influence the level of satisfaction of services to the satisfaction of service,

### 5.3 Client service quality impact service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta

The results of this study indicate that there is a client service quality impact service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta. Rated standardized regression weight coefficients between the variables with the service quality service satisfaction variable is equal to 0.386 with probability is 0.007 or  $p < 0.05$  and has a critical ratio (CR) of 5.054 or greater than 1.96 then  $H_0$  is rejected. This means that the variable service quality and significant positive effect on the variable Satisfaction Services.

A case put forward by Zeithaml et.al in Wahyuni and Pranoto (2013: 4)[33] states that "the quality of service is one of the variables that determine service satisfaction in addition to price, situation and personal factors". This in accordance with some previous studies conducted by Wahyuni and Pranoto, 2013[33]; Soekiyono, et al, 2014[31]; Riyadi, et al, 2015; Gunadi, et al, 2016)[8].

### 5.4 Effect of employee competence and work culture on service satisfaction in the Department of Integrated Services One Stop (DPTSP) of Jakarta through the quality of service

The results of this study indicate that there is an influence employee competence and work culture to service satisfaction in integrated one-stop service agencies (DPTSP) of Jakarta through the quality of service, with t value to test the effect of mediation on this hypothesis is 3.493 .if  $\alpha = 0.05$ , table = 1.96. From calculations it can be concluded that t 3.493 is greater than t table (1.96) with a significance level of 0.05, it can be concluded that the work culture influence the quality of service mediation service quality has the significant impact.<sup>t</sup>

As well as employee competence, which is based on the calculation, the value of t to test the effect of mediation on this hypothesis is 4.321. If  $\alpha = 0.05$ , table = 1.96. From calculations it can be concluded that t 4.321 is greater than t table 1.96 at the 0.05 level, it can be concluded that the influence of Competence in quality service quality mediation services with a significant effect.

The results are consistent with research studies Gunadi, et al, 2016)[8], which provides the theoretical foundation for line work culture and competence of the service

satisfaction through quality of service. During this time, a search result link between workplace culture and competence of the service satisfaction through quality of service has not been found. Therefore, the work culture and competency testing on service satisfaction through quality of service is a novelty in this study.

## 6. CONCLUSIONS AND RECOMMENDATIONS

### 6.1 Conclusion

This study aims to determine the effect of work culture and competence of the mediated service satisfaction quality of service. The conclusion of this study:

1. There are a cultural influence and competence to work in the service satisfaction one-stop integrated service agencies (DPTSP) of Jakarta. This is in line with research Saurina and Coenders in Ivana (2013) states that "competence influence on satisfaction so that with the skills and knowledge possessed by employees, companies can improve the company's operational functions properly in accordance with the purpose of the company" to do the same. According to Nasri and Nurjanah (2012)
2. There are cultural influences work and competence to service quality in one-stop integrated service agencies (DPTSP) of Jakarta. This is in line with embryo research Ridlo, 2015; Isalmiadi, 2015[11]; Gunadi, et al, 2016[8]; Ronald, 2016;). As well as with several studies that the culture has a significant influence on the quality service (Ronald, 2016; Wise, 2016; Gunadi, et al, 2016; Ojoaksa, 2017)
3. There is the influence of service quality on service satisfaction in integrated one-stop service agencies (DPTSP) of Jakarta. This in line with several previous studies (Wahyu And Pranoto, 2013[33]; Soekiyono, et al, 2014; Riyadi, et al, 2015; Gunadi, et al, 2016)[8]
4. There are cultural influences work and competence of the service satisfaction mediated the quality of service in the service one stop service (DPTSP) Jakarta provincial results are consistent with research Gunadi, et al (2016)[8] which created a foundation of theoretical for line work culture and competence of the service satisfaction through quality of service.

### 6.2 Recommendations

Based on the conclusion, it can be recommended some suggestions as follows:

Based on the results of the study found that several factors work culture and competence to the satisfaction of the mediated service quality of service in one-stop integrated service agencies (DPTSP) of Jakarta. Decision variables in this study of a random or random and just refer to several theories and gaps. Thus the need for more research or other variable factors into determinant in quality satisfaction influence not only the work culture and the competence and quality of service.

Operational advice that can be recommended from this study include:

- a. In approaching the quality of service among other things can be done more stringent supervision and good for improving the quality of services in completing each task associated with the satisfaction of the people.
- b. The management team as leaders need to perform a variety of approaches to subordinates to participate in improving service quality and implement appropriate work culture with the existing competence.

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