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The Influence of Organizational Culture on Service Quality with Compensation as a Moderate Variable

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Abstrak

Budaya organisasi yang baik pada suatu perusahaan diyakini dapat mempengaruhi kualitas pelayanan karena karyawan dalam perusahaan tersebut terbiasa berperilaku baik, sopan, dan pada akhirnya hal ini dapat berimplikasi baik terhadap kualitas pelayanan. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh budaya organisasi terhadap kualitas pelayanan. Berbeda dengan penelitian sebelumnya, penelitian ini menambahkan variabel Kompensasi sebagai variabel moderasi. Objek penelitian ini adalah 300 pegawai Bank Malaysia yang tersebar di seluruh Indonesia. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksplanatori yang menggunakan penelitian terdahulu sebagai acuan, melakukan perbandingan khususnya mengenai respon karyawan k300 Bank Malaysia. Data yang diperoleh dalam penelitian ini diperoleh melalui penyebaran kuesioner online dengan 5 jenis pernyataan yaitu pernyataan sangat setuju, pernyataan setuju, pernyataan acuh tak acuh, pernyataan tidak setuju, dan pernyataan tidak setuju. Peneliti menganalisis data tersebut menggunakan alat analisis smart PLS 4.0. Hasil pada artikel ini menunjukkan variabel Budaya Organisasi dapat mempunyai hubungan positif dan pengaruh signifikan terhadap Kualitas Pelayanan karena nilai P-Values berada di bawah tingkat signifikansi 0,05 yaitu 0,029. Berbanding lurus dengan hasil keyakinan pertama dan menjadi hipotesis pertama dalam penelitian ini, maka keyakinan kedua juga merupakan hipotesis kedua yaitu kompensasi dapat membuat karyawan bekerja tanpa diganggu oleh hal-hal lain yang dapat membuat karyawan kurang fokus sehingga menimbulkan rasa tidak nyaman. lingkungan yang damai yang dapat mendukung berkembangnya budaya organisasi. Bagus dan kualitas pelayanan semakin baik. Kompensasi juga dinilai mampu memperkuat pengaruh kedua hubungan tersebut.

Sejalan dengan pernyataan di atas, keyakinan yang juga menjadi hipotesis kedua dalam penelitian ini menunjukkan hasil yang serupa jika variabel Kompensasi dapat memoderasi pengaruh variabel Budaya Organisasi terhadap Kualitas Pelayanan karena nilai P-Values berada dibawah tingkat signifikansi 0,05, yaitu 0,000 lebih besar dari uji langsung sebesar 0,029. . Dengan demikian hipotesis kedua dalam penelitian ini dapat diterima.

Kata Kunci: Budaya Organisasi, Kualitas Pelayanan, Kompensasi

Abstract

It is believed that a good organizational culture in a company can influence service quality because employees in the company are used to behaving well, politely, and ultimately this can have good implications for service quality. Therefore, this research aims to analyze the influence of organizational culture on service quality. Different from previous research, this research adds the Compensation variable as a moderating variable. The objects of this research are 300 Bank Malaysia employees spread throughout Indonesia. This research is quantitative research with an explanatory approach which uses previous research as a reference, making comparisons, especially regarding the responses of k300 Bank Malaysia employees. The data obtained in this research was obtained through distributing an online questionnaire with 5 types of statements, namely strongly agree statements, agree statements, indifferent statements, disagree statements, and disagree statements. Researchers analyzed these data using the smart PLS 4.0 analysis tool. The result in this article show the Organizational Culture variable can have a positive relationship and a significant influence on Service Quality because the P-Values value is below the significance level of 0.05, namely 0.029. In direct proportion to the results of the first belief and being the first hypothesis in this research, the second belief is also the second hypothesis, namely that compensation can make employees work without being disturbed by other things that can make employees less focused, creating a peaceful environment that can support a growing organizational culture. Good and the quality of service is getting better. Compensation is also considered to be able to strengthen the influence of these two relationships. In line with the statement above, belief which is also the second hypothesis in this research shows similar results if the Compensation variable can moderate the influence of the Organizational Culture variable on Service Quality because the P-Values value is below the significance level of 0.05, namely 0.000, which is more significant than the direct test of 0.029. . Thus the second hypothesis in this research can be accepted.

Keywords: *Organizational Culture, Service Quality, Compensation*

INTRODUCTION

Culture comes from the word Buddayah (Sanskrit) which means mind (conscience) and reason (intelligence). A nation is said to be highly cultured, which can be seen from the high level of mind and intelligence of its citizens, in the form of the diversity of its cultural products (the beauty of dance, sculpture, building art, as well as advances in science and technology) (D, 2009). According to (Mahardika & Wibawa, 2019) Culture or civilization, taken in its wide technographic sense, is that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities and habits acquired by men as a member of society. Culture has the meaning Broad technographics include science, belief/belief, art, morals, law, customs, and various other abilities and habits acquired as members of society.

According to (Kurniawan & Ali Alam, 2022) Culture is the set of important assumptions (optional unstated) that members of a community share in common. Culture is a set of important assumptions shared by members of a society. According to (Radiany, 2018) Culture is a pattern of basic assumptions created, discovered or developed by a particular group as learning to overcome problems of external adaptation and internal integration that are formal and well implemented and therefore taught/passed on to members. new as the right way to understand, think and feel related to these problems.

Meanwhile, the word organization comes from the Greek word organon, which means tool, part, member or part of the body. The word organization has two general meanings. The first meaning indicates an institution or functional group, such as a company organization, hospital, government representative or sports association. The second understanding concerns the organizing process, as a way in which organizational activities are allocated and assigned among its members so that organizational goals can be achieved efficiently (Huda & Farhan, 2019).

According to (Nalendra et al., 2018) Organization is a collection of people working together in a division of labor to achieve a common purpose. An organization is a group of people who work together to achieve a common goal. According to John M Pfifner and Frank P Sherwood (2001): Organization is a pattern of circumstances in which a large number of people, very many friends, interact directly with each other, and handle complex tasks, connecting themselves with each other with awareness, determination and achievement. a systematic set of mutually agreed goals.

Based on the two things above, we get the definition of Organizational Culture, namely a form of perception that is held, accepted implicitly by a group and determines how the group feels, thinks and reacts to its diverse environment (Nalendra et al., 2018). This means

that organizational culture is given to new employees through a socialization process, organizational culture influences employees in the workplace and organizational culture applies at two different levels. Each level varies in terms of outlook and ability to withstand change.

(Robbins, 2008) suggests that organizational culture is a general perception that is formed by members of an organization into a system that combines understanding, to formulate agreements in carrying out organizational tasks so that they are innovative, anticipate risks, are careful about every problem and are aggressive in carrying out organizational tasks. Randopa and Blackburn in (Ndraha, 2005) state that organizational culture is a set of key values, beliefs and understandings that are formed by members of the organization. According to (Malik, 2015) organizational culture has three levels, namely: a. Artifacts are things that exist together to define culture and reveal what culture really is to those who pay attention to culture. Artifacts include products, services and even behavioral patterns of members of an organization. b. Espoused values are the reasons given by an organization to support its way of doing something. c. Basic assumptions are beliefs that are considered to already exist by members of an organization. Culture determines the right way to do things in an organization, often through stated assumptions.

There are several things that are implicated when organizational culture is good, one of which is service quality. According to Lewis & Booms (Tjiptono, 1997) defines service quality simply, namely a measure of how well the level of service provided meets customer expectations. This means that service quality is determined by the ability of a particular company or institution to meet needs in accordance with what is expected or desired based on the needs of customers/visitors. In other words, the main factors that influence service quality are the services expected by customers/visitors and the public's perception of these services. Service is an activity or sequence of activities that occurs in direct interaction between a person and another person or physical machine, and provides customer satisfaction. This is supported by the definition of service in the Big Indonesian Dictionary which is "service as an effort to serve

The focus of service is how to serve customers, this opinion has the same focus as Lovelick in stating "service is a response to managerial needs which will be fulfilled if service users use the products they want". If this is the case then the parable that the buyer is king (the customer is always right) becomes very important and becomes a fundamental concept for improving service management (Febriansyah & Triputra, 2021).

Service quality, according to (Qanita, 2020), can be seen in the following five dimensions: 1. Tangibles, the appearance of employees and other physical facilities, such as

equipment or supplies that support service. 2. Reliability, the company's ability to provide quickly and correctly the type of service that has been promised to the community. 3. Responsiveness, awareness or desire to help and provide fast service to the community. 4. Assurance, knowledge or insight, politeness, politeness, self-confidence from the government, and respect for society. 5. Empathy, the government's willingness to approach, provide protection, and try to find out the wants and needs of the community.

There are a number of studies showing (Hikmawati, 2017); (SUMRIA, 2018); (Ishak, 2022); (SUKARMIN, 2016) & (Zaky, 2021) show a positive relationship and significant influence on the Service Quality variable. Different from previous research, this research adds the Compensation variable as a moderating variable.

RESEARCH METHOD

It is believed that a good organizational culture in a company can influence service quality because employees in the company are used to behaving well, politely, and ultimately this can have good implications for service quality (Sugiyono, 2019). Therefore, this research aims to analyze the influence of organizational culture on service quality. Different from previous research, this research adds the Compensation variable as a moderating variable (Jonathan Sarwono, 2016). The objects of this research are 300 Bank Malaysia employees spread throughout Indonesia (Abdurahman, 2016). This research is quantitative research with an explanatory approach which uses previous research as a reference, making comparisons, especially regarding the responses of k300 Bank Malaysia employees (Manzilati, 2017). The data obtained in this research was obtained through distributing an online questionnaire with 5 types of statements, namely strongly agree statements, agree statements, indifferent statements, disagree statements, and disagree statements (Hair, 2010). Researchers analyzed these data using the smart PLS 4.0 analysis tool with the following research model:

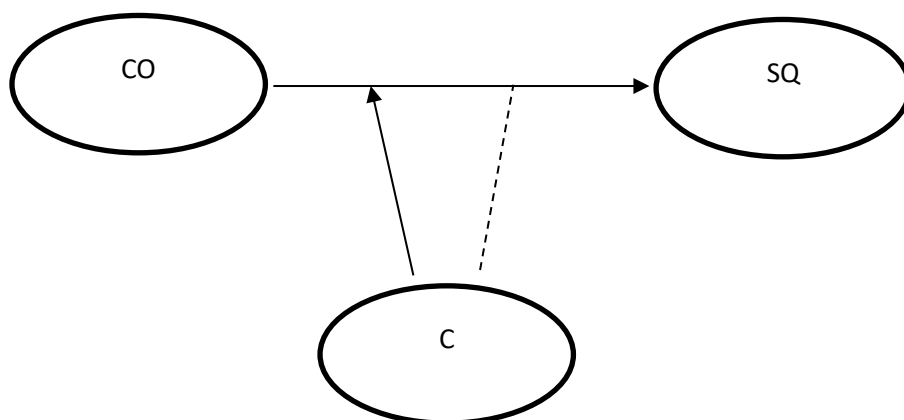


Figure 1. Model

Noted:

CO : Culture Organization

SQ: Service Quality

C: Compensation

Hypothesis:

H1: The Influence of Culture Organization on Service Quality

H2: Compensation Can Moderates The Influence of Culture Organization on Service Quality.

RESULT AND DISCUSSION

Validity Test

It is often repeated in each study when using the smart PLS 4.0 analysis tool, the stages that must be passed sequentially, namely validity test, reliability test, and path coefficient. The validity test stage functions to validate the 14 question items used with the validation test results as follows (Gujarati, 2013):

Table 1. Validity Test

| Variable | Question Item | Loading Factor |
|---------------------------|---|----------------|
| Culture Organization (X1) | A good organizational culture can make a person's behavior good | 0.831 |
| | A good organizational culture can make employees more solid | 0.832 |
| | A good organizational culture can make employees happy at work | 0.845 |
| | A good organizational culture can create a peaceful environment | 0.829 |
| | A good organizational culture can make customers happy | 0.821 |
| | A good organizational culture determines service quality | 0.837 |
| Service Quality (Y) | Service quality can be determined by employee behavior | 0.922 |
| | Service quality can occur if employees work happily | 0.899 |
| | Quality of service that can be created through a good environment | 0.887 |
| | Good service quality can be determined by a good culture | 0.895 |
| Compensation | Compensation can make employees happy at work | 0.967 |

| | | |
|-----|---|-------|
| (Z) | Compensation can make employees get along with other employees | 0.949 |
| | Compensation can create a good culture between employees and superiors | 0.959 |
| | Compensation can create good service quality due to a good organizational culture | 0.968 |

Valid > 0.70

Realibility Test

After ensuring that the data that researchers obtained from 300 Bank Malaysia employees spread throughout Indonesia was valid, it consisted of 14 question items including 6 Organizational Culture variable question items, 4 Service Quality variable question items, and 4 Compensation question items. The next stage is a reliability test to ensure whether the three variables are reliable or not (Sarstedt et al., 2014):

Table 2. Reliability Test

| Variable | Composite Reliability | Cronbach Alfa | Noted |
|----------------------|-----------------------|---------------|------------|
| Culture Organization | 0.887 | 0.845 | Reliable |
| Service Quality | 0.956 | 0.914 | Acceptable |
| Compensation | 0.993 | 0.954 | Acceptable |

Reliable > 0.70

Path Coefisien

The researcher's explanation above shows that the final stage that was passed after ensuring that the 14 question items that came from 300 employees of Bank Malaysia INDONESIA branch consisted of 6 Organizational Culture question items, 4 question items for the Service Quality variable, and 4 Compensation question items were valid and these three variables were reliable. The final stage is the path coefficient which functions to show the direction of the relationship and whether the Independent variable has an influence on the Dependent variable with the Path Coefficient results as follows (Ghozali, 2016):

Table 3. Path Coefisien

| | Variable | P-Values | Noted |
|------------------|--------------------|------------|----------|
| Direct Influence | CO-> SQ | 0.029 | Accepted |
| | Indirect Influence | C* CO-> SQ | 0.000 |

Signifianct Level < 0.05

It is believed that a good organizational culture in a company can influence service quality because employees in the company are used to behaving well, politely, and ultimately this can have good implications for service quality. It is believed that a good organizational culture can create a peaceful environment, employee comfort at work, and other things that support the creation of service quality. In line with the statement above, the results of the first row of table 3 Path Coefficient show that the Organizational Culture variable can have a positive relationship and a significant influence on Service Quality because the P-Values value is below the significance level of 0.05, namely 0.029. These results are in line with research (Hikmawati, 2017); (SUMRIA, 2018); (Ishak, 2022); (SUKARMIN, 2016) & (Zaky, 2021). In direct proportion to the results of the first belief and being the first hypothesis in this research, the second belief is also the second hypothesis, namely that compensation can make employees work without being disturbed by other things that can make employees less focused, creating a peaceful environment that can support a growing organizational culture. Good and the quality of service is getting better. Compensation is also considered to be able to strengthen the influence of these two relationships. In line with the statement above, belief which is also the second hypothesis in this research shows similar results if the Compensation variable can moderate the influence of the Organizational Culture variable on Service Quality because the P-Values value is below the significance level of 0.05, namely 0.000, which is more significant than the direct test of 0.029. . Thus the second hypothesis in this research can be accepted.

CONCLUSION

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