



Impact of Job Satisfaction and Organizational Culture on Service Quality in Central Maluku Regency

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ABSTRACT

Purpose of the Study: This study aims to examine the influence of job satisfaction and organizational culture on improving service quality at the Investment and One-Stop Integrated Service Office of Central Maluku Regency. The focus is to determine which internal factors significantly drive better public service quality.

Methodology: The study applies a quantitative approach using a survey method. Data were collected with structured questionnaires from 38 employees for the independent variables and 100 service users for service quality. Multiple regression analysis and hypothesis testing were performed using SPSS software to evaluate variable relationships.

Main Findings: The results show that all independent variables collectively have a significant effect on service quality. However, partial testing indicates that only job satisfaction has a positive and significant impact on service quality. Employee performance shows a negative and non-significant effect, while organizational culture does not significantly influence service quality improvement at the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu the Investment and One-Stop Integrated Service Office of Central Maluku Regency.

Novelty/Originality of this Study: This study highlights the contrasting effects of internal organizational factors on public service quality by showing that job satisfaction is the only significant driver. The finding provides new insight into prioritizing human resource policies in public service institutions where organizational culture and employee performance may not directly enhance service outcomes.

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1. INTRODUCTION

Economic growth is the foundation for sustainable development. Sustainable development is nearly impossible for developing countries to improve the quality of life of their population without economic growth [1]. Economic growth is primarily enhanced through improvements in infrastructure, increased education and health services, better transportation and communication, stimulation of foreign and local investment, affordable housing, environmental redevelopment, and strengthening of the agricultural sector [2].

The implementation of regional autonomy policies in Indonesia has generated high expectations among the public, particularly in improving public services [3]. Increasing public demands, as a sign of a more critical societal role, indicate the need for professional bureaucracy within government organizations, especially in delivering quality public services [4]. The essence of decentralization is granting autonomy to communities within

a specific region. Under regional autonomy, service management becomes the responsibility of local governments, reducing the distance between service providers and service recipients [5]. Local governments are considered to better understand local needs, making decision-making in service delivery more responsive to public demands [6].

The substance of public service is always associated with activities performed by individuals, groups, or institutions to provide assistance and convenience to the public in achieving certain objectives [7]. Public service is increasingly important because it involves diverse social interests and needs. Therefore, public service institutions may be managed by government or non-government entities. When government acts as a bureaucratic organization delivering public services, it becomes the frontline institution interacting directly with the community [8]. In performing public services, the main priority is how government institutions provide assistance and convenience to meet public needs and interests [9]. In relation to public administration, service quality refers to the quality of bureaucratic services provided to citizens [10]. Public organizations, through their bureaucrats, constantly interact with service users who rely on public services [11].

Public administration reform is directed toward implementing all governmental management functions based on the need to increase the speed, effectiveness, and quality of service in accordance with societal dynamics and development challenges [12]. A strong public administration system also implies credibility and accountability in addressing complex governmental problems in a sustainable manner, particularly efforts to achieve equitable welfare and improve competitiveness in facing the era of regional autonomy and decentralization [13].

Good public service contributes to improving community welfare [14]. Effective public administrative services help reduce budgetary waste, allowing state expenditure to be redirected to social needs directly linked to public welfare [15]. Effective administrative services also accelerate administrative processes that support economic growth within the community [16].

The National Development Planning Agency stated that research on public service is crucial [17]. Quality public service is one of the pillars indicating reforms in government administration that support community welfare [18]. Public service also reflects the level of independence of local communities in obtaining satisfactory services to improve their well-being [19].

The Central Maluku Regency Government, as part of the Government of the Republic of Indonesia, is actively involved in public administration reform to accelerate regional economic growth [20]. Therefore, it is necessary to establish good governance [21]. Administrative services that support business development are a key component of this effort [22]. For this reason, the Central Maluku Regency Government established an institutional body responsible for licensing matters, known as the Investment and One-Stop Integrated Service of Central Maluku Regency [23].

The Investment and One-Stop Integrated Service Office the Investment and One-Stop Integrated Service Office of Central Maluku Regency functions as a public service unit providing several types of integrated services from various government agencies. This unit is responsible for implementing public services related to licensing and non-licensing or recommendations. As of 2024, the Investment and One-Stop Integrated Service Office provides 16 types of licensing and non-licensing services for Micro, Small, Medium, and Large Enterprises.

Table 1. Types of Licensing and Non-Licensing Services Provided by the Investment and One-Stop Integrated Service Office the Investment and One-Stop Integrated Service Office of Central Maluku Regency, 2023–2024

No	Types of Licensing and Non-Licensing Services	Number of Licenses	
		2023	2024
1	Principle Permit	16	8
2	Pharmacy Permit	8	76
3	Trade Business License	236	11
4	Business Place Permit	620	6
5	Construction Services Business License	106	168
6	Clinic Operational Permit	3	69
7	Company Registration Certificate	104	70
8	Individual TDP	87	2
9	Fuel Sales Permit	51	24
10	Building Permit	35	18
11	PT Company Registration Certificate	38	11
12	Environmental Permit	19	19
13	Pharmacist Practice Permit	15	49
14	Advice Planning	66	8
15	Location Permit Extension	7	16
16	Land Use Permit	6	264
Total Licensing Services		1417	819

Source: the Investment and One-Stop Integrated Service Office Central Maluku Regency, 2024

The table above shows that in 2023, from the 16 types of licensing and non-licensing services provided by the Investment and One-Stop Integrated Service Office, a total of 1,417 services were issued. In 2024, this number decreased to 819. The following table presents the number of applicants for Micro, Small, and Medium Enterprise Trade Permits during 2023–2024.

Table 2. Number of Applicants for Micro, Small, and Medium Enterprise Trade Permits at One-Stop Integrated Service Office Central Maluku Regency, 2023–2024

No	Types of Licensing/Non-Licensing Services	Number of Permits	
		2023	2024
1	Micro and Small Enterprises	60	45
2	Medium Enterprises	317	63
	Total Applicants	375	108

Source: One-Stop Integrated Service Office Central Maluku Regency, 2024

Based on Table 2, it can be explained that the number of applicants for micro, small, and medium enterprises has decreased during the last two years (2023–2024) at the Investment and One-Stop Integrated Service Office of Central Maluku Regency. This situation raises important questions that must be explored through research—not with the intention of criticizing the institution, but as constructive input for improving service quality for business stakeholders in the region.

Several theories and previous studies show that service quality in public institutions is influenced by multiple determining factors. Several studies indicate that service quality may be affected by employee performance, job satisfaction, and organizational culture. These studies suggest that these factors may influence or be associated with service quality in various contexts.

Observing the challenges faced the Investment and One-Stop Integrated Service Office, it is evident that service quality still needs improvement. This is influenced by technological advancements, increasingly complex licensing systems, and dynamic regulatory changes, which require competent, skilled, and responsive civil servants capable of delivering transparent, accountable, and high-quality public services aligned with regional leadership goals and vision.

Several theories and previous studies indicate that service quality in public institutions is influenced by various factors, such as employee performance, job satisfaction, and organizational culture. However, a clear research gap remains, particularly in the context of licensing and investment services in 3T regions (frontier, outermost, and disadvantaged) or areas with limited access. Most previous studies have focused on more developed urban areas and have not adequately explained how these variables operate within public service institutions facing geographic isolation, limited infrastructure, and resource constraints, such as in the Maluku archipelago. Furthermore, no prior research has specifically examined the direct relationship between job satisfaction and organizational culture on service quality within the licensing and investment administration domain, a sector characterized by higher complexity and regulatory demands compared to general public services.

From the perspective of research novelty, this study provides three main contributions:

1. It offers new empirical insights by examining the Investment and One-Stop Integrated Service Office in a 3T region, highlighting how internal organizational factors influence service quality under challenging geographic and administrative conditions.
2. It positions public governance-based service quality—emphasizing transparency, accountability, and responsiveness—as the central focus of analysis, distinguishing it from previous studies that used general performance indicators.
3. It investigates the relational dynamics between key internal variables, particularly job satisfaction and organizational culture, within the context of licensing and investment, which significantly impacts the business climate, investor confidence, and regional economic growth.

The research urgency is strongly supported by empirical data from 2023–2024, which show a significant decline in both the number of licenses issued and the number of business permit applicants. This decline may hinder regional economic growth, reduce investment interest, and weaken the role of MSMEs in supporting the local economy. Understanding internal organizational factors that influence service quality is crucial for diagnosing institutional challenges and designing effective improvement strategies. This study is therefore necessary to provide constructive recommendations for enhancing public governance and improving the quality of licensing and investment services, which are vital for regional development. Based on these considerations, this study is entitled: Analysis of the Influence of Job Satisfaction and Organizational Culture on Improving Service Quality at the Investment and One-Stop Integrated Service Office of Central Maluku Regency.

2. RESEARCH METHOD

2.1. Research Type

This study aims to analyze and determine whether job satisfaction and organizational culture influence service quality. Examining the influence of these variables also involves identifying the relationship between the two independent variables and the dependent variable [24]. Based on these objectives, this research can be categorized as associative research, which is conducted to determine the pattern of relationships between one or several interrelated variables [25].

2.2. Research Location and Subjects

The research was conducted in Central Maluku Regency, Maluku Province, with the research object being the Investment and One-Stop Integrated Service Office the Investment and One-Stop Integrated Service Office of the Central Maluku Regency Government, located at Jalan Imam Bonjol No. 6, Namaelo Subdistrict, City of Masohi. This office functions under the authority of the Regent of Central Maluku and is responsible for providing integrated licensing and non-licensing services related to regional investment. The data used in this study consisted of primary data collected directly through questionnaires distributed to respondents, and secondary data obtained from organizational documents, literature, books, and previous research related to the topic being studied [26].

2.3. Data Source and collection

Data collection was carried out using several techniques, including research questionnaires, direct interviews, and documentation [27]. The questionnaire consisted of statements designed to measure respondents' perceptions of the variables studied, while interviews were conducted to strengthen and validate the data obtained from the questionnaires. Documentation, such as photos and activity records, was also used to provide a clearer picture of conditions within the One-Stop Integrated Service Office. The study population consisted of two groups: all 39 employees of One-Stop Integrated Service Office, including contract workers, and 819 members of the public who received licensing or non-licensing services from the office in 2024.

2.4. Population and Sample

The sampling technique differed for each population group [28]. All 39 employees were included as samples due to the small population size, which Jufrizen [29] guideline that an acceptable sample size ranges between 30 and 500 respondents. Meanwhile, the sample size for the public was determined using the Slovin formula with a 10% margin of error, resulting in a rounded sample size of 100 respondents. The measurement instrument used in this research was the Likert scale, consisting of five answer options ranging from Strongly Agree to Strongly Disagree, which allowed respondents to express their levels of agreement with each statement [30].

2.5. Data Analysis Techniques

Data analysis involved several statistical tests, including validity and reliability testing, hypothesis testing through F-tests and t-tests, multiple regression analysis, multiple correlation testing, and the coefficient of determination [31], [32]. Validity testing was conducted to ensure that each item accurately measured the intended variable, while reliability testing assessed the consistency of the instrument. Hypothesis testing using the F-test examined the simultaneous effects of job satisfaction and organizational culture on service quality, whereas the t-test assessed the partial effects of each independent variable [33]. Multiple regression analysis was used to determine the predictive relationship between variables, while multiple correlation measured the strength of these relationships [34].

The coefficient of determination (R^2) was used to identify the extent to which the independent variables contributed to changes in the dependent variable, helping to determine whether other external variables might also influence service quality. Operational definitions were established for each variable to ensure clarity and accuracy in measurement. The independent variables consisted of employee performance, job satisfaction, and organizational culture, while the dependent variable was service quality. Each variable was measured using specific indicators derived from relevant theories, including performance dimensions by Robbins, job satisfaction factors by Hasibuan, organizational culture indicators by Gantsho and Sukdeo, and service quality criteria based on Zeithaml and other supporting scholars [35].

Based on the operational definitions, a summary table was then developed to describe the variables, indicators, and questionnaire items used in this study. The indicators of job satisfaction included job type, salary, promotion, supervision, and coworker support. Organizational culture indicators consisted of involvement, consistency, adaptability, and mission clarity. Service quality was measured through reliability, responsiveness, competence, accessibility, courtesy, communication, credibility, and security. These indicators guided the development of the questionnaires administered to employees and the public to collect measurable data for analysis [36], [37].

3. RESULTS AND DISCUSSION

3.1. Validity and Reliability Test Results

The validity test was conducted to determine whether each indicator of the research variables was appropriate and accurate for further statistical analysis. An indicator is considered valid if the significance value (2-tailed) is less than 0.05 or if the Pearson correlation value (r-count) is greater than the r-table value. The following is a simplified summary of the validity test results for all indicators using SPSS:

Table 3. Summary of Validity Test Results

Variable	Indicator	r-table	r-count	Sig. (2-tailed)	Description
Employee Performance (X1)	Quality	0.329	0.721	0.000	Valid
	Quantity	0.329	0.468	0.000	Valid
	Timeliness	0.329	0.537	0.000	Valid
	Effectiveness	0.329	0.614	0.000	Valid
	Independence	0.329	0.535	0.000	Valid
	Work Commitment	0.329	0.650	0.000	Valid
Job Satisfaction (X2)	Job Type	0.329	0.754	0.000	Valid
	Salary	0.329	0.699	0.000	Valid
	Promotion	0.329	0.520	0.000	Valid
	Supervision	0.329	0.786	0.000	Valid
	Coworkers	0.329	0.804	0.000	Valid
Organizational Culture (X3)	Involvement	0.329	0.808	0.000	Valid
	Consistency	0.329	0.775	0.000	Valid
	Adaptability	0.329	0.766	0.000	Valid
	Mission	0.329	0.580	0.000	Valid
Service Quality (Y)	Reliability	0.195	0.614	0.000	Valid
	Responsiveness	0.195	0.582	0.000	Valid
	Competence	0.195	0.351	0.000	Valid
	Accessibility	0.195	0.770	0.000	Valid
	Courtesy	0.195	0.557	0.000	Valid
	Communication	0.195	0.591	0.000	Valid
	Trustworthiness	0.195	0.351	0.000	Valid
	Security	0.195	0.770	0.000	Valid

Source: SPSS Validity Test Results, 2024

Based on the table, all indicators from the four variables are declared valid, meaning they accurately measure what they are intended to measure and can be used for further analysis. Reliability testing was performed to assess whether each variable is consistent and dependable. Reliability was measured through Cronbach's Alpha values. A variable is considered reliable if its alpha meets the following criteria: ≤ 0.50 (low), $0.50-0.70$ (moderate), $0.70-0.80$ (high), ≥ 0.90 (excellent).

Table 4. Summary of Reliability Test Results

Variable	Cronbach's Alpha	Description
Employee Performance (X1)	0.608	Moderate Reliability
Job Satisfaction (X2)	0.732	High Reliability
Organizational Culture (X3)	0.700	High Reliability
Service Quality (Y)	0.722	High Reliability

Source: SPSS Reliability Test Results, 2024

The reliability results indicate that all four variables have acceptable reliability levels, with three variables categorized as highly reliable. This means that Employee Performance, Job Satisfaction, Organizational Culture, and Service Quality are consistent and suitable for further statistical analysis.

3.2. Hypothesis Testing and Statistical Analysis Results

This section presents the results of the hypothesis testing conducted using the F-test, t-test, multiple regression, multiple correlation, and coefficient of determination. All indicators and variables were previously declared valid and reliable; therefore, the hypothesis testing process can be carried out to determine the influence of the independent variables on service quality. Before evaluating the partial effects, the simultaneous influence of the independent variables on service quality was first examined through the F-test.

Table 5. ANOVA (F-Test) Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	745.411	3	248.470	38.905	0.000
Residual	217.142	34	6.387		
Total	962.553	37			

Dependent Variable: Service Quality

Predictors: Job Satisfaction, Organizational Culture

The significance value of 0.000 is far below 0.05, indicating that job satisfaction and organizational culture jointly have a significant and positive influence on service quality provided by the institution. The next analysis evaluates the partial influence of each independent variable individually using the t-test.

Table 6. Coefficients (t-Test) Results

Model	B	Std. Error	Beta	t	Sig.
Constant	9.112	5.191	—	1.755	0.088
Job Satisfaction	1.315	0.171	0.882	7.675	0.000
Organizational Culture	0.014	0.204	0.008	0.068	0.946

Dependent Variable: Service Quality

The results show that job satisfaction significantly improves service quality, as indicated by the significance value of 0.000 (<0.05). In contrast, organizational culture does not show a significant effect because its significance value of 0.946 far exceeds 0.05. The regression analysis further explains the numerical relationship between the independent variables and the dependent variable, forming the basis of the regression equation.

Table 7. Multiple Regression Results

Model	B	Std. Error	Beta	t	Sig.
Constant	9.112	5.191	—	1.755	0.088
Job Satisfaction	1.315	0.171	0.882	7.675	0.000
Organizational Culture	0.014	0.204	0.008	0.068	0.946

Dependent Variable: Service Quality

The regression equation derived from these results is:

$$Y = 9.112 + 1.315X_1 + 0.014X_2 \dots (1)$$

This equation indicates that job satisfaction positively increases service quality, while organizational culture shows a positive coefficient but does not significantly influence service quality. The strength of the relationship between the variables was then analyzed through multiple correlation.

Table 8. Multiple Correlation (R) Results

Model	R	R Square	Adjusted R Square	Std. Error
1	0.880	0.774	0.755	2.527

An R-value of 0.880 demonstrates a very strong relationship between the independent variables and service quality, emphasizing that job satisfaction and organizational culture collectively form a solid correlation with service outcomes. The final analysis describes the magnitude of the independent variables' contribution to the dependent variable using the coefficient of determination.

Table 9. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error
1	0.880	0.774	0.755	2.527

The R^2 value of 0.774 means that job satisfaction and organizational culture contribute 77.4% to the improvement of service quality, while the remaining 22.6% is influenced by other factors not included in this study. This indicates that the studied variables play a substantial role in shaping service quality within the organization.

The results of the partial t-test show that job satisfaction has a significant positive effect on service quality at the Investment and One-Stop Integrated Service Office the Investment and One-Stop Integrated Service Office of Central Maluku Regency. This is supported by the regression analysis, which also indicates a positive coefficient for job satisfaction in influencing service quality. These findings suggest that employees who feel satisfied with

their work—through aspects such as job type, salary, supervision, and support from colleagues—tend to deliver better service to the public. Although employees may feel satisfied with their current performance, this satisfaction does not necessarily reflect maximum productivity, raising the possibility that they have not fully recognized how their job satisfaction directly contributes to higher service standards. These results align with previous studies that found a positive relationship between job satisfaction and service quality, although they differ from some studies reporting no significant relationship [38].

The findings further reveal that organizational culture does not significantly affect service quality based on the partial t-test, even though the regression analysis indicates a positive coefficient. Organizational culture in this study refers to employee involvement, consistency, adaptability, and mission alignment within the organization. The absence of significant influence suggests that these cultural elements have not been fully internalized or practiced by employees at One-Stop Integrated Service Office Central Maluku Regency. Employees may not clearly understand the organizational expectations related to service excellence, leading to a weak connection between cultural values and actual service performance. This result is consistent with previous findings showing that employees often do not fully understand what the organization expects from them in improving service delivery. It also raises an important question for future researchers: whether a strong and explicit service-oriented culture truly exists within the institution [39].

The simultaneous F-test results indicate that job satisfaction and organizational culture together have a significant positive effect on service quality. The multiple correlation test also shows a very strong relationship between the independent variables and service quality, reinforcing the importance of these two factors. These findings illustrate that the quality of public services delivered by One-Stop Integrated Service Office Central Maluku Regency is closely related to employees' job satisfaction and the organizational culture in which they work. As a government agency responsible for regional licensing services, the institution is expected to prioritize excellent service delivery. Therefore, attention to employee performance, job satisfaction, and the development of a strong service-oriented organizational culture must be prioritized to ensure consistently high-quality services for the community [40].

Previous research supports these findings by demonstrating that employee satisfaction and engagement are critical determinants of service quality in public institutions, particularly in the context of bureaucratic organizations where direct interaction with citizens occurs. Studies have shown that motivated and content employees are more likely to adhere to organizational procedures, respond promptly to public needs, and maintain high standards of service, whereas unclear cultural expectations can limit the practical impact of organizational culture on performance.

Despite these contributions, this research has several limitations. First, it relies primarily on quantitative data collected through questionnaires, which may not capture the full depth of employees' perceptions or contextual factors influencing service quality. Second, the study is limited to a single government institution in a 3T region, which may affect the generalizability of the findings. Nevertheless, the research provides important insights for policymakers and managers, offering recommendations to improve employee satisfaction, strengthen organizational culture, and enhance service quality in public institutions. Future studies could expand the scope by including multiple institutions and incorporating qualitative methods to explore underlying factors affecting service performance.

4. CONCLUSION

This study concludes that employee performance, job satisfaction, and organizational culture have a strong relationship with service quality at the Investment and One-Stop Integrated Service Office the Investment and One-Stop Integrated Service Office of Central Maluku Regency. However, the analysis shows that employee performance does not influence the improvement of service quality and even has a negative relationship with it, while job satisfaction provides a positive and significant influence on service quality enhancement. Meanwhile, organizational culture only shows a relationship but does not have a significant effect on improving service quality. These findings indicate that service quality is not solely determined by employee performance and organizational culture, but is more strongly influenced by the level of job satisfaction among employees in carrying out their duties.

Based on these findings, several suggestions can be offered to government institutions and future researchers. Local government agencies need to deepen their understanding of regulations and guidelines related to public service delivery to enhance employee performance and build a work culture that focuses on improving service quality for the community. Additionally, considering the strong relationships but insignificant effects found in the variables of employee performance and organizational culture, future research is encouraged to further examine other factors that may moderate or mediate these relationships, especially within public sector organizations, to provide a more comprehensive understanding of the determinants of service quality.

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