



The influence of human resource management and organizational culture on quality services at the land office Donggala regency

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Abstract

This study aims to determine the simultaneous influence of human resource management and Organizational Culture on service quality, to determine the partial influence of resource management on service quality, and to determine the partial influence of Organizational Culture on the service quality of Donggala Land Office. This research uses a quantitative approach that is positivistic which is the foundation of positivism philosophy, positivism philosophy sees a reality, phenomenon or phenomenon as something that can be clarified, concrete, observable, measurable, relativ fixed and there is a causal relationship. The study used 50 respondents (employees of the Donggala Land Office) consisting of 22 civil servants, 21 civil servants, and 7 filstaff. The study used 2 independent variables (human resource management and organizational culture) and dependent variables (service quality) using references from Rahardjo (HR management), Huseno (Organizational Culture), and paransuraman (service quality). Using a data collection technique in the form of a questionnaire (interview) to respondents whose results are tabulated quantitatively. The results of the study show that human resource management and organizational culture have a significant influence partially or simultaneously on the service quality of the Donggala Land Office.

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Introduction

Public services according to RI Law No. 25 of 2009 concerning Public Services are activities or a series of activities in order to meet the needs of services in accordance with laws and regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers. RI Law No. 23 of 2006 states that population administration is a series of structuring and control activities in the management of population documents and data through population registration, civil registration, population administration information management and utilization of the results for public services and development of other sectors. One form of public service is usually carried out by government agencies/organizations.

The quality of service of an institution/agency is a benchmark for the success of an organizational management in an institutional agency, both private and government. Good service to the community shows that the performance of an organization/agency has good quality. Several important factors that are the focus so that the quality of service continues to improve every day which rests on an organized and well-controlled organizational culture through human resource management that has quality and quality organizational governance. Organizations have a very important role and function in building the quality of service of an institution or its employees by fostering an organizational culture that has a high commitment in an effort to provide excellent service to the community (Dahlan *et al.*, 2017) ^[4].

Service quality can be measured using several dimensions including responsiveness, where an agency must have good responsiveness in handling every consumer request and complaint, in this case the people who use their services, agencies/organizations must be more reliable in working so that the quality of service they provide can be felt by consumers, must have more concern for their consumers so that consumers feel safer, comfortable, and can use their services repeatedly,

and physical evidence in the form of adequate facilities and infrastructure in accordance with the needs of consumers in carrying out the services they provide so that they can minimize complaints and even complaints do not exist at all (Ginting *et al.*, 2023). The quality of a service provided by an agency can be influenced by various factors.

The quality of public services is one of the indicators of the success of governance, especially in providing responsive, transparent, and accountable services to the community. The Land Office, as one of the strategic institutions under the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN), has an important role in supporting national development through the provision of efficient and effective land services. However, the challenge of realizing quality services in several regions, including Donggala Regency, is still an issue that needs to be addressed.

The results of the initial survey show that people in Donggala Regency often face various problems in accessing land services. Some of the complaints that arise include the length of service completion time, lack of clarity of procedures, and low responsiveness of officers. This condition creates a negative perception of service quality, which can ultimately affect public trust in the government.

Factors that can affect the quality of service among Organizational Culture and human resource management for employees (Hutagalung *et al.*, 2021) [16]. Frinaldi (2014) [7], stated that an agency/organization such as a government agency needs to run a strong organizational culture system (work) and is in line with several restrictions that apply in an agency/organization. As long as it has a strong Organizational Culture, has a good impact and can be applied well by the members of the organization, it will facilitate the organization's activities. Organizational culture (work) has measuring tools, including employees who are able to work together in improving the quality of services provided to consumers, able to adjust in the field of work and in serving every consumer who wants to use their services, able to work honestly in this case carrying out their duties in accordance with applicable rules and not harming the organization/agency, and obey the rules that have been set by the organization/agency in working so that they can provide better service quality (Wibowo, 2016) [44].

Yulianti (2009), stated that in order to provide better service, it is necessary to coach and develop the professionalism of employees in an organization/institution, so that the quality of human resources (HR) improves so that they continue to provide good services to the community/public. The importance of human resources needs to be realized by all levels of management. Today's technological advances can affect the development of the lives of all people, organizations, and agencies, but the human factor still plays an important role in the success of an organization. Husain (2011) states that human resource management is used as the withdrawal, selection, development, use and maintenance of human resources by organizations. Rahardjo (2010) [28], stated that human resource management can be seen (measured) through knowledge, skills, and education.

In an effort to improve the quality of human resources, it is necessary to hold an activity that can support the improvement of the quality of human resources, one of which is through education and training activities. This activity process is called human resource management. Human resource management (HR) is an activity that must be carried

out by an organization, so that knowledge, skills and abilities and human resources are in accordance with the needs of the work they do. This development activity is expected to overcome obstacles in carrying out work in accordance with the current development of science and technology (Dahlan *et al.*, 2017) [4]. The role of human resources is very important in an organization, human resources are one of the factors that are directly involved in carrying out organizational activities and play an important role in improving organizational competence in achieving the goals that have been set. Human resources are very important because if the resources in an organization are not good, it will be difficult for the organization to achieve organizational goals (Maharani, 2019) [20].

One of the government organizations/agencies in improving the quality of service through human resources and organizational culture factors is the Donggala Regency Land Office. Employees who have a high quality of service are characterized by several things, which can complete tasks appropriately and quickly, are willing to comply with the applicable regulations in the agency, are able to work within a predetermined time, employees can cooperate with other employees in completing the work or tasks given so that the quality of service to the community continues to improve. In fact, the quality of employee service at the Donggala Regency Land Office still has obstacles in providing services to the community, which indicates complaints from service users, in this case the public for the services provided by the Agency, one of which is associated with the culture of Organizational Culture, namely the cooperation carried out by land office employees is still not formed regularly because there is still miscommunication between employees and others. In completing work such as arranging the details of the location (land) ownership letter, there are still employees who have not been able to adjust to their work, namely slow in serving or becoming a bridge so that the interests of consumers (the community) are quickly responded to and done properly, and there are still some employees who do not obey the rules of the Donggala Land Office, namely being slow to come to work and not using the appropriate uniform at work. Meanwhile, in terms of Human Resources, the Donggala Land Office often does not pay attention to the placement of employees in accordance with their respective expertise, knowledge, and fields, so that there is still a lot of work that is not done according to expectations in the vision and mission implemented by the Donggala Land Office.

Based on some of these problems, the Donggala Land Office needs to improve so that the quality of service can improve and the community becomes satisfied with the services provided by the employees. Another thing is also a problem that the agency is quite slow in the service process, it is only natural that many people complain due to delays and the time used even usually 3 to 5 days the files given (taken care of) by the community can only be taken back so that the community often goes back and forth to take care of and ask about their interests. We also know that there are many people whose residence is far from the Donggala Land Office so that they use quite a lot of costs if they have to go back and forth to take care of their files that are not completed by the Donggala Land Office employees. Based on several problems that arise, the Donggala Land Office must improve and pay attention to the problems of human resource management and organizational culture that they apply in order to improve the quality of service for their employees

Previous studies have shown a significant relationship between human resource management, organizational culture, and service quality. For example, Riyadi (2019) found that human resource management integrated with organizational culture contributes to increasing public satisfaction with public services in the government sector. However, implementation at the local level, especially in areas such as Donggala Regency, still faces various obstacles, ranging from budget limitations, human resources that are not optimal, to Organizational Culture that is not aligned with the organization's vision.

Previous research relevant to the influence of human resource management (HR) and organizational culture on service quality has been conducted in a variety of contexts, including the public sector. Huselid (2015) in his research shows that good human resource management, including workforce planning, training, and performance evaluation systems, can significantly increase the effectiveness of organizations in providing services to the community.

Similar research by Armstrong (2020) outlines that employee competency development through continuous training and providing appropriate incentives is an important factor in creating quality services. In addition, Riyadi (2019) in his empirical study in government agencies found that a supportive organizational culture, such as a service-based organizational culture, has a positive impact on individual and collective performance in serving the public.

In the context of the land sector, Wahyudi (2022) researched bureaucratic reform in land offices and concluded that human resource management that is responsive to community needs can increase service satisfaction. Furthermore, Sari's research (2021) highlights that a strong Organizational Culture, such as results-oriented and team collaboration, encourages improved service quality in government offices. The study also emphasizes the importance of leaders in building an organizational culture that supports innovation and customer satisfaction.

Overall, previous research confirms the close relationship between human resource management and organizational culture on service quality, especially in the public sector. However, there is still a gap in more specific research related to this dynamic at the Donggala Land Office. Thus, this study aims to answer the need for a more contextual study, taking into account local factors such as geographical, social, and cultural conditions of the Donggala community.

Seeing some explanations from the background above, the author is interested in studying and conducting research on "Analysis of Human Resource Management and Organizational Culture on Service Quality at Donggala Land Office".

Based on the above background, it can be determined that the objectives of this study are as follows:

1. To find out the simultaneous influence of human resource management and Organizational Culture on the service quality of the Donggala Land Office.
2. To find out the partial influence of resource management on the quality of service of the Donggala Land Office
3. To find out the partial influence of Organizational Culture on the service quality of the Donggala Land Office

Literature review

Previous Research

The research conducted by Hamdan *et al.* (2014) with the title

"The Influence of Human Resource Management and Organizational Culture on Service Quality at the Tamalate District Office, Makassar City". The purpose of this study is to analyze the influence of human resource management on service quality, to analyze the influence of organizational culture on service quality, and to analyze the influence of human resource management together on organizational culture on service quality at the Tamalate District Office, Makassar City. The data were analyzed by simple linear regression with the help of SPSS software. The results of the study show that HR management has a significant effect on service quality, organizational culture has a significant effect on service quality, and HR management and Organizational Culture together have an effect on the service quality of the Tamalate District Office, Makassar City.

Human Resource Management

Human resources must always be improved through training, development and fair compensation including various welfare facilities for employees or employees. The quality of human resources is the most important factor in the success of an organization, the higher the quality of human resources, the better the work performance will be produced. Good employee performance will greatly make it easier for an organization to achieve the goals that have been set (Herawati, 2018)^[13]. Meanwhile, Suharto (2012)^[37], stated that human resources must be improved in order to achieve good quality, in terms of the ability of employees to carry out the examination process as seen from a person's proficiency, educational background, requirements that must be followed to be able to carry out the examination process, training, professional issues and socialization of regulations that have changed.

Matutina (2016)^[21], stated that the quality of human resources includes several factors that are explained as follows:

1. Knowledge, where the abilities possessed by employees must be more oriented to intelligence and thinking as well as mastery of broad knowledge.
2. Skills, namely improving the ability and mastery of employees in operational techniques in accordance with their respective fields.
3. Abilities are formed from the number of competencies possessed by an employee which includes loyalty, discipline, cooperation, and responsibility.

Rahardjo (2010: 18)^[28], states that the indicators of the quality of human resources are as follows:

1. Intellectual qualities (knowledge and skills) include knowledge and skills in the field of science and technology that are in accordance with the guidance and have knowledge of national languages, regional languages and at least foreign languages
2. Education, where has educational capabilities, has a higher level and has a level of variety and quality of education and relevant skills by paying attention to the dynamics of employment at the local, national and international levels.

Huseno (2016: 44)^[28], stated that there are several indicators that can measure organizational culture as follows:

1. Readiness to take risks from work (responsible)
2. Comply with any applicable rules
3. Upholding the values of honesty at work

4. Able to work well with colleagues
5. Able to adjust between personal life and social habits.

Meanwhile, Maharani (2018)^[20], stated that there are several indicators that can be used as an essential reference in understanding and measuring the existence of organizational culture, namely:

1. Flexibility of work in completing work.
2. The overall commitment of employees to the organization.
3. Communication patterns, the extent to which communication is limited by a formal hierarchy of authority. Sometimes the hierarchy of authority can hinder the occurrence of communication patterns.

Quality of Service

Before discussing the quality of services provided by organizations/agencies, they must first interpret the meaning of the government, then restructure where the condition will be stronger, then the separation between *steering* and *rowing* in various relevant service fields, and create *an image* that government workers or civil servants are not victims of the existing system but as beneficiaries. After that, create directing organizations, equipped with organizations that are willing to be Third Sector or voluntary non-profit as public service providers in various possible service fields. However, keep in mind, in various other fields, the Second Sector or Private Sector is also given the opportunity to provide public services through what is called Privatization, as one of the possible alternatives in the concept of entrepreneurship.

Service Quality Indicators

Measuring service quality variables using indicators according to Service Quality by Parasuraman (2014) is divided into several indicators, including:

- a. Tangible (physical evidence) is the ability of a company to show its existence to external parties. The appearance and capabilities of the company's physical facilities and infrastructure and the state of the surrounding environment are tangible evidence of the services provided by the service provider, including physical facilities (buildings, warehouses, and so on), equipment and equipment used (technology), and the appearance of its employees.
 - Physical facilities (buildings, warehouses, and so on)
 - Equipment and equipment used (technology)
 - Employee appearance
- b. Reliability is the ability of the company to provide the promised service accurately and reliably. Performance must be in line with customer expectations which means punctuality, equal service for all customers without errors, sympathetic attitude, and with high accuracy.
 - Timeliness
 - Same service for all customers without mistakes
 - Sympathetic attitude
 - High accuracy and has outstanding capabilities
- c. Responsibility (responsiveness) is the willingness to help and provide fast (responsive) and appropriate service to customers, with the delivery of clear information.

- Willingness to help
 - Providing fast (responsive) and precise service
 - Clear delivery of information.
- d. Assurance is the knowledge, courtesy, and ability of the company's employees to foster customer trust in the company. It consists of several components, including communication, security, competence, and good manners.
 - e. Empathy is giving sincere and individual or personal attention to customers by trying to understand the desires of consumers. Where a company is expected to have an understanding of customers.
 - Give personal attention sincerely
 - Understanding consumer desires
 - Have an understanding to customers

Research methods

The location that the researcher used as a place to conduct research was the Land Office Donggala Regency. The time used by the researcher is for one month, namely from April to May 2024. This location was chosen as the research site because the Donggala Land Office implements human resource (HR) dumber management and Organizational Culture (Organization) to improve the quality of service to consumers (the community). Therefore, it is necessary to review whether the process has gone well or not at all.

To carry out research in the field, the author needs equipment to support this research. The tools and materials that will be used in this study are questionnaires (distributed to respondents and the determination of the assessors has been determined), Writing tools (recording important things and interview results at the research location), calculators (calculating the scores that will be given from the results of questionnaire answers), cameras (taking documentation), and a set of computers (looking for supporting references and compiling research results).

Sukmadinata (2013: 22)^[38], stated that quantitative research is a research procedure that is carried out in a systematic, planned, and structured manner to solve problems using numbers, statistical processing, structure, and controlled experiments. Meanwhile, according to Sugiyono (2015: 14)^[34], the quantitative research method is a research method used to research a certain population or sample by using quantitative/statistical data instruments and analysis to test hypotheses. There are several stages of qualitative research process/procedure as follows:

Problem Identification and Formulation, Literature Review (Theory, Concept and Research Results) Literature Review Hypothesis Preparation and Identification

Population is a generalization area consisting of research subjects and objects that have certain qualities and characteristics that are determined to be studied and draw conclusions (Sugiyono, 2019: 80)^[35]. The population in this study is 29 employees (PNS) of the Donggala Regency Land Office, 27 people of Pnpn and 7 people of Fielstaff, so that the total population used is 63 people.

According to Sugiyono (2017: 84-85)^[20], the selection of respondents as a sample in the study uses the *Probability sampling* technique using the same opportunity for each element (member) of the population to be used as a sample. Based on the Probability sampling technique, it is used from the type of *simple random sampling*, which takes sample

members from all populations randomly regardless of the strata or groups in the population in this case in accordance with the criteria as employees (workers) who are in charge of serving the interests of the community at the Donggala Regency Land Office.

The number of samples to be used in the study was determined using the slovin formula. The formula is used to determine the sample size of the population whose number is known, which is as many as 63 people (Sugiyono, 2017: 81) [35]. The level of precision set in the determination of the sample is 10%.

$$n = \frac{N}{1 + N e^2}$$

Information

n = Number of samples

N = Number of population

e = Margin error (10%)

1. Civil servants

$$n = \frac{29}{1 + 63 (0,1)^2}$$

$$n = \frac{29}{1 + 29 (0,01)} = 22$$

2. Pnpnpn

$$n = \frac{27}{1 + 63 (0,1)^2}$$

$$n = \frac{27}{1 + 27 (0,01)} = 21$$

3. Fielstaf

$$n = \frac{7}{1 + 7 (0,1)^2}$$

$$n = \frac{7}{1 + 7 (0,01)} = 7$$

The number of samples in this study from the results of the calculation of the slovin masiing formula was 22 people (PNS), 21 (Pnpnpn), and 7 Fielstaf so that the total sample used was 50 employees at the Donggala Regency Land Office.

The research variables consist of independent variables and dependent *variables*. Independent variables are variables that affect or are the cause of changes or the occurrence of bound variables. Bound variables or often called output variables, criteria, consequences. Bound variables are variables that are influenced or consequential, because of the existence of independent variables. So the variable consists of two, namely the free and bound variables. The independent variable is the influencing variable and the bound variable is the affected variable. In this study, the independent variables (X1 and X2) are Human Resource Management and Organizational Culture, *the* bound variable (Y) in this study is Service Quality.

The influence of the relationship between the independent variable (X) and the bound variable (Y) can be described as follows

X _____ Y

Information:

X1 = Human Resource Management

X2 = Organizational Culture

Y = Quality of Service

This study examines the relationship between one independent variable and a bound variable. The variables of this study are

- Independent Variable is a variable that affects or is the cause of the change or the occurrence of a dependent variable. In this study, the independent variable (X) is Human Resource Management and Organizational Culture.
- Dependent Variables that are influenced or consequential, due to the existence of independent variables. In this study, the bound variable (Y) is Service Quality.

This study uses *the Likert scale*, which is to measure the attitude, opinion, or perception of a person/group of people. In this study, the variables measured using instrument items in the form of negative and positive questions or statements, where positive statements with the criteria of strongly agreeing (SS) were given a score of 5, agreeing (s) 4, hesitating (RR) 3, disagreeing (TS) 2, and strongly disagreeing (1). While the statement of the negative item gives the reverse value of the negative statement seen in Table 1 below.

Table 1: Scale Likert

It	Answer	Score (Positive)	Score (Negative)
1.	Strongly Agree (SS)	5	1
2.	Agree(s)	4	2
3.	Raagu-Raagu (R)	3	3
4.	Disagree (TS)	2	4
5.	Strongly disagree (STS)	1	5

Analysis Method, By conducting Data Normality Test, Data Homogeneity Test, Descriptive Statistical Test, Multiple Linear Regression Analysis

The analysis method in this study is a multiple linear regression analysis method. According to Sugiyono (2017) [5], multiple linear regression is an analytical tool that intends to predict how the state (rise and fall) of dependent variables (criterion), the value of two or more independent variables as predictor factors is manipulated (up and down in value). Multiple linear regression data were analyzed using the SPSS version 23 *program*. The formula for multiple linear regression is as follows:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$$

Information:

Y = Subject in the predicted dependent variable.

a = Constanta.

b = Variable regression coefficient.

x = Subject to an independent variable that has a certain value.

n = Number of independent variables to- ...

e = Tern error (error rate).

To describe the above formulation into this research model, it can be written as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Information:

Y = Quality of Service.

A = Constant.

b₁, b₂, = Regression coefficient of each variable.

X₁ = HR management.

X₂ = Organizational Culture.

E = Tern error (error rate).

1. If the HR Management Variable increases and the provision of incentives is fixed, then the quality of service increases (good)
2. If the Organizational Culture Variable increases and the Organizational Culture remains fixed, then the quality of service increases (good)

Uji Hipotesis

Hypothesis testing is a decision-making method used based on data analysis both from controlled experiments and from observation (uncontrolled). In a statistical result, it can be said to be significant if the event is almost impossible to be caused by a chance factor, according to a predetermined probability limit. The hypothesis test used was analyzed using the SPSS Version 23 program. The steps that will be taken to test the hypothesis using multiple linear regression are as follows:

1. Test F (simultaneously)

The F test was carried out to find out whether the independent/independent variables simultaneously had a significant effect on the dependent/bound variables (Ghozali, 2018: 179). The basis for determining the decision in the F test (simultaneously) is as follows:

- a. If the value of sig. F (*Probability*) < $\alpha = 0.05$ means that all variables X (Human Resource Management and Organizational Culture) have a significant effect on variable Y (Service Quality), it is proven that all independent (free) variables observed simultaneously have a significant effect on dependent (bound) variables.
- b. If the value of sig. F (*Probability*) > $\alpha = 0.05$ means that variable X (Human Resource Management and Organizational Culture) has an insignificant effect on variable Y (Service Quality), it is proven that all independent (free) variables that are observed simultaneously have an insignificant effect on dependent (bound) variables.

2. Test t (partially)

According to (Ghozali, 2018) the t-test or partial test of multiple linear regression is intended to find out whether independent variables individually have an influence on dependent variables assuming that other variables are constant. The t-test can be done by comparing the t-count with the t-table or by looking at the significant columns on each t-count. The basis for decision-making in the t-test (partially) is as follows:

- a. If the value of sig. t (*Probability*) < $\alpha = 0.05$, it means that each independent/independent variable (HR Management and Organizational Culture) partially has a significant effect on Service Quality.
- b. If the value of sig. t (*Probability*) > $\alpha = 0.05$, it means that the independent/independent variables (HR Management and Organizational Culture) partially have

a non-significant effect on Service Quality.

The hypothesis is formulated as follows:

Hypothesis 2.a The Influence of HR Management on Service Quality

Ho_{1a}: HR management has no effect on the quality of service at the Land Office of Donggala Regency.

Ha_{1a}: HR management affects the quality of service at the Land Office of Donggala Regency.

2. Hypothesis 2.b The Effect of Incentives on the Quality of Service at the Land Office of Donggala Regency.

Ho_{2b}: Organizational Culture has no effect on the quality of service at the Land Office of Donggala Regency.

Ha_{2b}: Organizational Culture affects the quality of service at the Land Office of Donggala Regency.

a. Determine the real level.

The significance level of 5% of the real level of the t-table is determined from the free degree (db) = n-k-1, the real level (α) means the value of the t-table, the real level of the t-table is determined by the free degree (db) = n-k-1.

b. Conclusion

If Sig > 0.05 then H₀ is accepted, and if Sig < 0.05 then H₀ is rejected. If T counts < T table then H₀ is accepted or H_a is rejected (has no effect on the cynicism). Conversely, if T counts > T table then H₀ is rejected or H_a is accepted (significantly affected).

Results and Discussion

Research Results

Data Normality Test

The results of the normality test of the influence of human resources and organizational culture on the quality of service of the Donggala Regency Land Office are seen in Table 4.6.

Table 1: One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a, b}	Mean	,0000000
	Std. Deviation	2,46628665
Most Extreme Differences	Absolute	,093
	Positive	,093
	Negative	-,081
Test Statistic		,093
Asymp. Sig. (2-tailed)		,200 ^{c, d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 4.6 above, the results of the normality test of human resource management data and organizational culture on the service quality of the Donggala Land Office of sig 0.200 are > greater than 0.05 (0.200 > 0.05) so that it can be assumed that the residual value of the data is normally distributed and the next test can be continued.

Data Homogeneity Test

The results of the homogeneity test of data on the influence of human resource management and organizational culture on the quality of service of the Donggala Regency Land Office can be seen in Table 2 below.

Table 2: Homogeneity Test of Research Data

	Levene Statistic	df1	df2	Mr.
HR Management	1,896	8	40	,088
Organizational Culture	,684	8	40	,703

Based on Table 4.7 above, the results of the homogeneity test of human resource management data and organizational culture on the service quality of the Donggala Land Office were obtained with significance values of 0.088 and 0.703, respectively, greater > than 0.05 so that it can be assumed that the data is distributed or has a homogeneous distribution.

Statistical Descriptive Test

Analyze the respondent's response to find out the frequency of the respondent's answer level based on the statement given, then categorize the dominant and lowest values. The score categories can be seen in the following table.

Table 1: The results of the frequency of respondents' answers can be seen in the following.

Category	Average Score
Excellent	4,21 – 5,00
Good	3,41 – 4,20
Pretty Good	2,61 – 3,40
Not Good	1,81 – 2,60
Very Bad	1,00 – 1,80

Frequency Analysis of Human Resource Management Variables

Table 2: Analysis of Variable Frequency of Human Resource Management

Item	Frequency (F) and Percentage (%)										Total	
	SS (5)		S (4)		N (3)		TS (2)		STS (1)		Average Score	Interpretation
	F	%	F	%	F	%	F	%	F	%		
X11	17	34	27	54	6	12	0	0	0	0	4.22	Excellent
X12	8	16	29	58	13	26	0	0	0	0	3.90	Good
X13	6	12	26	52	17	34	1	2	0	0	3.74	Good
X14	6	12	29	58	15	30	0	0	0	0	3.82	Good
X15	10	20	30	60	10	20	0	0	0	0	4.00	Good
Average HR Management											3.93	Good

Based on the analysis of the table, it shows the frequency and percentage of respondents to various items that measure human resource management at the Donggala Land Office. It is known that the item in X1.1 has the highest score with a score of 4.22 which means that the dominance of employees is very good in "using regional languages in serving people who have difficulty speaking Indonesian correctly". Meanwhile, item X1.3 has the lowest score with a score of

3.74, which means that the dominance of employees thinks that they are not enough in using the technology needed to perform services well and need to conduct further training and lessons. From the overall total, it can be seen that the overall HR Management variable is in the good category and needs to continue to improve.

Frequency Analysis of Organizational Culture Variables

Table 3: Frequency Analysis of Organizational Culture Variables

Item	Frequency (F) and Percentage (%)										Total	
	SS (5)		S (4)		N (3)		TS (2)		STS (1)		Average Score	Interpretation
	F	%	F	%	F	%	F	%	F	%		
X21	12	24	34	68	4	8	0	0	0	0	4.16	Good
X22	18	36	32	64	0	0	0	0	0	0	3.36	Good
X23	6	12	41	82	3	6	0	2	0	0	4.06	Good
X24	4	8	25	50	21	42	0	0	0	0	3.66	Good
X25	13	26	26	52	10	20	1	2	0	0	3.02	Good
X26	10	20	25	50	15	30	0	0	0	0	3.90	Good
X27	6	12	32	64	12	24	0	0	0	0	1.88	Not Good
X28	6	12	28	56	16	32	0	0	0	0	3.80	Good
X29	21	42	29	58	0	0	0	0	0	0	3.42	Good
X210	14	28	31	62	5	10	0	0	0	0	4.18	Good
X211	12	24	18	36	20	40	0	0	0	0	1.84	Not Good
X212	11	22	29	58	10	20	0	0	0	0	4.02	Good
Organizational Culture											3.44	Good

Based on the analysis in the table, it shows the distribution of frequency and percentage of responses to various items related to Organizational Culture, along with the average score and interpretation of the results. The items measured showed that most respondents gave good ratings (SS and S categories), with the average score for most items being above 3.00, which indicates a positive perception of the Organizational Culture.

Some items, such as X27 and X211, received lower ratings with an average score of 1.88 and 1.84 on the aspect of employees abusing the authority given for personal interests and employees leaving the office, because there were personal affairs during working hours, which was included in the poor category. while several aspek on X2.10 got the highest score of 4.18 which was included in the aspect of employees attending and working during working hours and

included in the good aspect. Overall, the average score for HR management is 3.44, which can be interpreted as good. This shows that most respondents consider the Organizational Culture at the Donggala Land Office to be

quite adequate, although there are several aspects that need improvement.

Analysis of the Frequency of Service Quality Variables

Table 4: Analysis of Frequency of Service Quality Variables

Item	Frequency (F) and Percentage (%)										Total	
	SS (5)		S (4)		N (3)		TS (2)		STS (1)		Average Score	Interpretation
	F	%	F	%	F	%	F	%	F	%		
Y1	15	30	17	34	18	36	0	0	0	0	3.94	Good
Y2	14	28	26	52	10	20	0	0	0	0	4.08	Good
Y3	12	24	34	68	4	8	0	0	0	0	4.16	Good
Y4	13	26	37	74	0	0	0	0	0	0	4.26	Excellent
Y5	6	12	18	36	26	52	0	0	0	0	3.60	Good
Y6	13	26	37	74	0	0	0	0	0	0	4.26	Excellent
Y7	20	40	30	60	0	0	0	0	0	0	4.40	Excellent
Average Service Quality											4.1	Good

Based on the analysis of the table, it shows the frequency and percentage of respondents to various items that measure the quality of service at the Donggala Land Office. It is known that the item in Y7 has the highest score of 4.40 in the aspect of employees paying attention to complaints and public requests, being included in the very good category. Meanwhile, the Y5 item has the lowest score of 3.60 in the aspect of employees providing justice in service regardless of one's social status.

Overall, the service quality variable has an average value of 4.1 which is included in the good category, which means that the service quality has a good category and will continue to evaluate and improve.

Multiple Linear Regression Analysis

Multiple Regression analysis is used to determine whether or not there is an influence relationship between more than one variable and the bound variable before conducting a hypothesis test regarding the significance of the relationship between the independent variable (human resource management) and the bound variable (service quality), then it must first be known whether the model previously had a linear relationship. After conducting multiple linear regression analysis with the help of the SPSS 22 statistical program, the results are seen in Table 4.9 as follows:

Table 5: Multiple Linear Regression Test Results Research Data

Coefficientsa						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.	
	B	Std. Error	Beta			
1	(Constant)	6,468	6,742		,959	,342
	Organizational Culture	,317	,135	,309	2,348	,023
	HR Management	,464	,208	,293	2,229	,031

a. Dependent Variable: Service Quality

Based on Table 4.8 above, the results of the multiple linear regression analysis obtained the multiple linear regression equation as follows:

$$Y = a + b1X1 + b2X2 + e$$

$$Y = 6,486 + 0,317 (X1) + 0,464 (X2) + e$$

The coefficients of the multiple linear regression equation above can be explained that:

- The value of a of 6.486 is a constant or state when the variable of service quality of the Donggala Land Office (Y) has not been influenced by other variables, namely human resource management and organizational culture.
- The regression coefficient value for the human resource management variable (X1) is 0.317. This value shows a positive influence between HR management variables on the service quality of the Donggala Land Office (Y). It can be said that every increase of 1 unit of HR management variable will affect the service quality of

the Donggala Land Office by 0.317

- The regression coefficient value for the Organizational Culture variable (X2) is 0.464. This value shows that there is a positive influence between the variables of Organizational Culture on the quality of service of the Donggala Land Office (Y). It can be said that every increase of 1 unit of the Organizational Culture variable will affect the service quality of the Donggala Land Office by 0.464

Variable Correlation Test

After testing the normality of the data, then the data was correlated using product moment correlation from Pearson with the *Statistical Product and Service Solution (SPSS)* version 17.0 program. Correlation testing uses *product moment* correlation, this is because the data generated is normal data. According to Sugiyono (2011) to find out and provide an interpretation of the correlation coefficient found to be large or small, it can be guided by the following provisions:

Table 5: Correlation Coefficient Interperformance Guidelines

Interval Cowphysin	Relationship Level
0,00 – 0,199	Very Low Low Keep Strong Very powerful
0,20 – 0,399	
0,40 – 0,599	
0,60 – 0,799	
0,80 – 1,000	

Correlation Analysis of HR Management with Service Quality

Table 6: Correlation Analysis of HR Management with Service Quality

Correlations			
		HR Management	Quality of Service
HR Management	Pearson Correlation	1	.310*
	Sig. (2-tailed)		.028
	N	50	50
Quality of Service	Pearson Correlation	.310*	1
	Sig. (2-tailed)	.028	
	N	50	50

* Correlation is significant at the 0.05 level (2-tailed).
 **. Correlation is significant at the 0.01 level (2-tailed).

From the table above, it shows that between HR Management and Service Quality results, there is a correlation coefficient (r) of 0.310 with a significance of 0.028. This means that there is a positive correlation between HR Management and Service Quality with a moderate level of relationship, and the correlation is significant because the $p < 0.05$ ($0.028 < 0.05$).

Analysis of Organizational Culture Correlation with Service Quality

Table 7: Correlation Analysis of Organizational Culture with Service Quality

Correlations			
		Organizational Culture	Quality of Service
Organizational Culture	Pearson Correlation	1	.325*
	Sig. (2-tailed)		.021
	N	50	50
Quality of Service	Pearson Correlation	.325*	1
	Sig. (2-tailed)	.021	
	N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

From the table above, it shows that between Organizational Culture and Service Quality results, there is a correlation coefficient (r) of 0.325 with a significance of 0.021. This means that there is a positive correlation between Work Crocodiles and Service Quality with a moderate level of relationship, and the correlation is significant because the $p < 0.05$ ($0.021 < 0.05$).

Hypothesis F Test (Simultaneous/Joint Test)

The F test was carried out to find out whether the influence of human resource management variables (X1) and Organizational Culture (X2) on the service quality of the Donggala Land Office (Y) jointly or simultaneously. The results of the hypothesis test in the F test of this study can be seen in Table 8 as follows:

Table 7: Test Results F (simultaneous) Research Data

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Mr.
1 Regression	70,454	2	35,227	5,555	,007b
Residual	298,046	47	6,341		
Total	368,500	49			

a. Dependent Variable: Service Quality
 b. Predictors: (Constant), HR Management, Organizational Culture

Based on the results of the F test in Table 4.9 above, it shows that the simultaneous test hypothesis can be concluded as follows:

1. Based on the comparison of F count and F Table, it is known that the F-count value is 5.555. Based on the variables that amount to $2 df = n-k-1 = 50-2-1 = 47$ where the F-table is obtained as 3.20. Based on the reference for decision-making, if $F\text{-count} > F\text{-table}$ ($5,555 > 3,20$), it can be said that human resource management and Organizational Culture have a simultaneous effect (together) on the quality of service of the Donggala Land Office
2. Based on the significance of indigo, it is known that the significance value < 0.05 , or 0.007 so that it can be said that human resource management and Organizational Culture have a significant effect on the quality of service of the Donggala Land Office

Hypothesis T Test (Partial/Individual)

The t-test was carried out to find out whether there are independent variables of human resource management and organizational culture that affect the service quality of the Donggala Land Office one by one or partially, which can be seen in Table 8 as follows:

Table 9: Results of t-test (partial/individual) Research Data

Model	Unstandardized Coefficients		Standardized Coefficients	T	Mr.
	B	Std. Error	Beta		
(Constant)	6,468	6,742		,959	,342
1 Organizational Culture	,317	,135	,309	2,348	,023
HR Management	,464	,208	,293	2,229	,031

a. Dependent Variable: Service Quality

Determining the t-value of the table with a real level (α) of 5% (0.05) and $df = n-k-1 = (51-2-1) = 47$ is 1.6779. Based on Table 4.10 of the conclusion of the t-test (partial) above, it can be seen as follows:

1. The calculation value for human resource management (X1) is $2.229 > t_{table} 1.6779$. It can be said that H1 is accepted, where human resource management has a significant effect on the service quality of the Donggala Land Office, and when viewed from the significance value of the HR management variable, the sig value is $0.031 < 0.05$, so that human resource management on the

- service quality of the Donggala Land Office is accepted.
- The calculation value for Organizational Culture (X2) is 2.348, $> t_{table} 1.6779$. It can be said that H2 is accepted, where Organizational Culture has a significant effect on the quality of service of the Donggala Land Office, and when viewed from the significance value of the variable of organizational culture obtained a g_{is} value of $0.023 < 0.05$, so that the Organizational Culture on the quality of service of the Donggala Land Office is accepted.

Coefficient of Determination

The determination coefficient (R^2) essentially measures how far the model is able to apply dependent variables. The value of the determination coefficient is between zero and one ($0 < R^2 < 1$). The results of the data analysis can be seen in the following table.

Table 10: Coefficients of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 ^a	.191	.157	2.518

a. Predictors: (Constant), Organizational Culture, HR Management

Based on the table above, the *R Square* determination coefficient of 0.191 is obtained which means that the influence of Price (X) on Sales Volume (Y) is 19.1%. The remaining 80.9% of other influencing factors are unknown.

Discussion

The influence of human resource management on the service quality of the Donggala Land Office

Human Resource Management (HRM) is a set of practices, policies, and processes used by organizations to effectively manage, develop, and utilize human resources (employees) to achieve organizational goals. MSDM covers a variety of aspects that focus on the relationship between an organization and its employees, including recruitment, development, performance management, and well-being.

Human resource management is measured using intellectual quality and educational suitability. Employees of the Donggala Land Office use regional languages if there are people who do not really understand using Indonesian in terms of services and employees can also use technology well to speed up the work they do with better quality. As for the Education indicator, there are several employees who have been placed according to their expertise and some are suitable, but even so, the employees still understand and complete their tasks well. Dewi (2022) stated that the placement of employees is in accordance with their knowledge and skilled in using various aspects of information technology to help complete their tasks well.

Based on the results of data analysis, it can be seen that Human Resource Management has a positive and significant effect on the Service Quality of the Donggala Agriculture Office. The better the management of Human Resources at the Donggala Land Office, the better the quality of service in the Office. The amount of HR Management's relationship with Service Quality is at a Medium level.

Effective HR management is a key factor in improving the quality of service at the Donggala Land Office. By optimizing aspects of recruitment, training, performance appraisal, and work environment management, organizations can better meet the needs of society. However, the

implementation of the strategy must be supported by the commitment of all parties in the organization.

The influence of organizational culture on the service quality of the Donggala Land Office.

Organizational culture is a set of values, norms, beliefs, habits, and practices shared by the members of the organization, which shape patterns of behavior and interaction within the organization. This culture reflects how the organization works, the relationships between individuals, and the way the organization responds to changes and challenges from the external environment. Hofstede (2020) defines organizational culture as a pattern of basic values, beliefs, and assumptions that develop within an organization and shape the behavior of its members. This culture serves as an unwritten guide in decision-making and social interaction.

Based on the results of data analysis, it can be seen that organizational culture has a positive and significant influence on the quality of service at the Donggala Land Office. An organizational culture that instills the value of excellent service will encourage employees to give their best to the community. For example, the values of honesty, responsibility, and cooperation can ensure fast, accurate, and transparent service. If the organizational culture supports integrity and professionalism, the management of land documents becomes more efficient, thereby increasing community satisfaction. The results of this study are in accordance with the results of research conducted by Maharani (2019) ^[20] that organizational culture has a significant effect on the quality of employee performance on the quality of employee performance.

The organizational culture at the Donggala Land Office has a great influence on the quality of services provided to the community. The values, norms, and practices adopted by the organization determine how employees behave in serving the public. By building a strong and positive organizational culture, the Donggala Land Office can improve the efficiency, transparency, and accountability of its services, ultimately providing satisfaction to the community and strengthening public trust in the institution.

The influence of human resource management and organizational culture simultaneously on the quality of service at the Donggala Land Office

Based on the results of multiple linear regression analysis, it was found that human resource management and organizational culture showed a significant influence jointly (simultaneously) and individually (partially) on the service quality of the Donggala Land Office. The better the human resources shown by employees and the organizational culture that is implemented, the better the quality of service provided by the Donggala Land Office. The influence shown by the two independent variables (human resource management and organizational culture) is positive.

Human resource management (HR) and organizational culture have a significant influence simultaneously on the quality of service at the Donggala Land Office. Effective HR management, including competency-based recruitment, continuous training, and a fair performance appraisal system, creates a professional and service-oriented workforce. Meanwhile, a positive organizational culture, such as a disciplined, collaborative, and community satisfaction-oriented organizational culture, encourages employees to

provide fast, responsive, and empathetic service. When strategic HR management is combined with a strong organizational culture, this synergy results in better quality services, as seen in reliability, responsiveness, assurance, empathy, and physical evidence that meets people's expectations. Therefore, strengthening human resource management and internalizing organizational culture must be a priority for the Donggala Land Office to create superior and sustainable public services.

Organizational culture is measured using cooperation, self-adjustment, honesty, and obedience. Employees of the Donggala Land Office can cooperate in terms of completing their work with a constructive attitude and are open to each other, employees can adapt well to the placement of their workplace, discipline in terms of completing tasks and attendance on time, if there is a mistake in the completion of the work they are doing, Donggala Land Office employees immediately look for solutions in solving the problem, and employees work and do their activities well during working hours, which if employees are seen leaving the office to complete work or tasks given in the field. Ishak *et al.* (2022) stated that organizational culture has a significant influence that is positive in nature on the quality of public services. The better the organizational culture implemented by the agency, the better the service they provide.

These two factors (human resource management and organizational culture) greatly affect the quality of services provided by the Donggala Land Office itself (employees). The Donggala Land Office provides services to the community quickly and straightforwardly, services are carried out well and politely, services are carried out with an openness system to the community, complete work on time so that there are no complaints from the community, provide services with justice regardless of social status or community groups, during working hours prioritize service to the community by responding well to all complaints and request to find a solution and do it well.

Dahlan *et al.* (2017) ^[4] stated that human resource management and organizational culture show a significant positive influence on the quality of service of the Tamalante District Office, Makassar City. The better human resources (employees) are shown and the organizational culture applied by the Tamalante Sub-district Office, the better the quality of service they provide to the community.

Human resource management and organizational culture simultaneously have a significant influence on the quality of service at the Donggala Land Office. With the right synergy between these two factors, organizations can provide excellent service, increase community satisfaction, and build public trust.

Conclusion

Based on the results of research that has been conducted at the Donggala Land Office on the Influence of Human Resource Management and Organizational Culture on Service Quality, the following conclusions can be drawn:

- Human resource management has a positive and significant influence on service quality. Effective HR management, through competency-based recruitment, continuous training, and placement of employees according to their skills, has a positive and significant effect on the quality of service at the Donggala Land Office. The better the management of human resources, the better the quality of services provided.

- Organizational culture has a positive and significant influence on service quality. A positive organizational culture, with the values of honesty, cooperation, discipline, and responsibility, increases efficiency, transparency, and accountability of service. This contributes to public satisfaction and public trust in the Donggala Land Office.
- HR Management and Organizational Culture simultaneously have a positive and significant influence on service quality. HR management and organizational culture simultaneously have a significant influence on service quality. The synergy between the two produces responsive, professional, and community satisfaction-oriented services, thereby creating superior and sustainable public services.

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