

The Influence of Organizational Culture and Intrinsic Motivation on Service Quality at State Electricity Company (PLN) (Persero) UP2B North Sumatra

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Abstract — This study aims to test and analyze empirically the influence of organizational culture and employee intrinsic motivation on service quality of employees of State Electricity Company (PLN) (Persero) UP2B North Sumatra. Service is an activity or benefit that does not have a form and does not result in the ownership of something that is given by one party to another. Good service will be seen from the organizational culture run by the company. Organizational culture is a collection of values held by the company and underlies how to manage and organize the company in order to achieve its goals. Meanwhile, the desire to provide the best service must be based on adequate motivation. The function of motivation is to encourage someone to do something or as a driving force of any activity that is being carried out, besides that it is also a determinant of the direction of action that is adjusted to the goals or desires achieved. In this study data collected on 75 employees in State Electricity Company (PLN) (Persero) UP2B North Sumatra and using Likert Scale for all variables. The results of this study indicate that there is a significant influence of organizational culture and intrinsic motivation together on the service quality of employees. This means that the higher simultaneously the influence of organizational culture and the intrinsic motivation of employees, the higher the quality of service displayed by employees. Vice versa, the lower the joint influence of organizational culture and intrinsic motivation, the lower the service quality displayed by employees. The magnitude of the influence of organizational culture and intrinsic motivation on service quality in this study was 72.7% which was classified as very influential.

Keywords — Service Quality; Organizational Culture; Intrinsic Motivation; State Electricity Company.

I. INTRODUCTION

In today's modern world, openness is an important thing if you want to move forward. This is in line with the development and progress of the times, so all aspects are forced to make changes. The form of change can be in the form of system, structure, vision and mission, technology and treatment (behavior). Everything that exists must be able to change the direction of openness. Whether it's the openness of information, technology and mental changes, in order to exist and survive the pressures of the times. This change must be realized from all lines and segments, especially entrepreneurs or companies.

Talking about change, companies today are required to have the ability to serve customers. Companies must be able to change systems and technology patterns towards openness to serve. This is because currently service is an important indicator for companies so that their customers do not abandon them.

As a company engaged in fulfilling electricity for the Indonesian people, PT. PLN (Persero) must provide the best service. Activities of PT. PLN (Persero) includes several things such as conducting inspections of substations affected by floods, conducting power cuts in a number of areas affected by flooding. Besides that, PT. PLN (Persero) also continues to provide trainings related to the quality of employee human resources.

However, PT. PLN (Persero) also still has shortcomings, such as the results of research by Aggrianto (2014) which states that PT. PLN (Persero) in providing services for customer electricity disruptions and responding to requests for new installations are still considered too long, and transportation services in supporting fieldwork are also far from sufficient due to complaints about PT. PLN (Persero).

Particularly at the State Electricity Company (PLN) (Persero) UP2B North Sumatra, which is related to the regulation of the load of the electricity system in the North Sumatra region in carrying out electricity distribution activities and carrying out operational tasks that involve implementing operational facilities for generators in an integrated, rational and economic manner with regard to quality. and reliability. It is realized that it is still far from the best service even though the company is aware of these shortcomings.

Providing good service to consumers has several benefits such as increasing the level of customer satisfaction. The services provided by the company will be directly proportional to the level of satisfaction felt by consumers. The better the service provided, the higher the customer satisfaction. Tjiptono and Diana (2003) suggest that some of the benefits of good service include creating a harmonious relationship, enabling repeat purchases, generating consumer loyalty, becoming a promotional medium, a better reputation and increasing profits for the company.

Barata (2004) adds that good service is often called excellent service. Excellent service is a concern for customers by providing the best service to provide convenience in fulfilling needs and realizing satisfaction, so that consumers become loyal to the organization or company. Although it cannot be seen, good service can be felt and assessed through attitudes, attention and actions.

Consumers who are not satisfied with the services provided will switch to services provided by other companies, also consumers will complain about the dissatisfaction of these services to direct companies or consumer protection agencies and by telling directly about their dissatisfaction with other people, be it friends, relatives or family (Pujiah & Farmawati 2018). This of course will affect the company because the evaluation of a customer will affect other consumers and can damage the good name of the company.

To improve service, it requires rules or guidelines from the company, so that employees know what actions employees should take, these rules are reflected in the organizational culture. This is supported by the opinion of Hakim and Anwar (2015) which states that organizational culture is a value that is obtained and developed by an organization based on the habits and philosophies that exist in the company so that it becomes a rule that is used as a guide in thinking and acting in achieving goals. organization.

The organizational culture at PT. PLN (Persero) is derived from a corporate culture in the form of dominant values or habits in an organization that are disseminated and as a reference for the company's philosophy. Regarding organizational culture, Robbins and Jugde (2016) suggest that organizational culture refers to a system or guidelines carried out by organizational members that will differentiate the organization from other organizations.

In line with that, Koesmono (2005) in his research further discusses that organizational culture is an essential thing for an organization or company, because it is always related to the life that exists within the company, both for the sustainability of the company and the sustainability of the employees who work at the company. Meanwhile, apart from organizational culture factors, motivation is equally important to have a positive influence on employees in carrying out their jobs. This is supported by Koesmono (2005) in his research which states that in addition to organizational culture variables, motivation variables also affect employee performance.

Because one aspect of improving the quality of service is motivation, whereas motivation consists of inner motivation or what is called intrinsic motivation and external motivation or so-called extrinsic motivation. This is supported by Herzberg (in Dwikowati, 2019) which states that the motivation that encourages a person to achieve comes from within a person, also known as motivational factors (intrinsic motivation), while motivation that comes from outside is called extrinsic motivation.

Dwikowati (2019) adds his opinion that motivation that occurs in employees is fundamental (fundamental) in the direction and process of achieving human resource management goals, in the form of employee performance that can increase optimally.

Dwikowati (2019) continued that extrinsic motivation is motivation that arises due to external influences, such as through calls, orders or coercion from other people or certain rules so that the employee does so.

So based on the above research, the researcher sees that there is an influence of organizational culture on improving the service quality of employees who work at the State Electricity Company (PLN) (Persero) UP2B North Sumatra. Likewise, motivation in good employees also makes service quality implemented in accordance with existing standards, so that employees are able to show the best service performance.

Based on the explanation described above, the focus of the problem in this study is to determine and test how much influence organizational culture and employee intrinsic motivation affect the service quality of employees at State Electricity Company (PLN) (Persero) UP2B North Sumatra.

II. METHOD

The method used in data collection in this study is the scale method. The scale to be given in this study is the Likert scale model. Each statement contains five answer choices, namely Strongly Agree (SS), Agree (S), Neutral (N), Disagree (TS) and Strongly Disagree (STS). The scale contains statements that are favorable and unfavorable. The value of each choice moves from 1 to 5. For the favorable statement the score given is: Very Agree = 5, Agree = 4, Neutral = 3, Not Agree = 2, Very Not Agree = 1. As for the unfavorable statement the score is vice versa.

In this study, researchers used three measuring tools, namely the self-report scale that is service quality scale, organizational culture scale and intrinsic motivation scale. Measuring instruments are arranged based on the dimensions and aspects contained in each research variable. The following is an explanation of each scale as a measuring tool for this research. In this study, the characteristics of the population used are 75 employees at State Electricity Company (PLN) (Persero) UP2B North Sumatra. All members of the population will be used as subjects in this study.

In this research, the data analysis method used is the quantitative method, namely the statistical analysis method. The statistical analysis method is used because this method can show conclusions (generalizations) of research from an objective analysis of numbers (Azwar, 2012). In this study, the statistical measurement used to test the hypothesis is to use the multiple linear regression analysis method. This analysis is used to determine the effect of independent variables on the dependent variable. Overall analysis will doing with th help of a computer and IBS SPSS 21.00.

III. RESULTS

The data taken in this study amounted to 75 employees. The results of the effect of organizational culture and intrinsic motivation on service quality can be seen from the multiple regression analysis with the results as below:

TABLE I. MULTIPLE REGRESSION TEST RESULTS

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4319,384	2	2159,692	95,679	.000
Residual	1625,203	72	22,572		
Total	5944,587	74			

Based on the table above, it can be seen that the significance value is $p = 0.000$ ($p < 0.05$). Thus, it can be concluded that organizational culture and intrinsic motivation have a significant effect on service quality. Furthermore, to determine the magnitude of the effect of organizational culture and intrinsic motivation on service quality, the R determination test was carried out with the results as in the following table:

TABLE II. RESULTS OF THE DETERMINATION TEST R

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852	.727	.719	4.751

Based on the table can be seen the R value of 0.852 and found that the value of the determinant coefficient (R Square) of 0.727 or 72.7%, meaning that the contribution of organizational culture and intrinsic motivation together on service quality is 72.7% while the remaining 27.3% is explained by reasons other than this study. Thus, from the explanation above, it can be concluded that organizational culture and intrinsic motivation together have a significant effect on service quality.

IV. DISCUSSION

The first results in this study indicate that there is a significant influence between organizational culture on service quality. So that if the stronger the organizational culture of employees, the more qualified or more influential the service quality of employees will be at work. The organizational culture of PT. PLN (Persero) also focuses on services which are one of their work targets in running the company's business wheels. The company realizes the importance of service to create a sense of security and comfort that is felt by customers, so this is the focus of the company in creating a corporate organizational culture. This can be seen from one of the points of the organizational culture of PT. PLN (Persero), which is committed to providing the best service and experience (both in terms of product, service quality and rates) for both internal and external customers.

The second results in this study shows there is a significant influence between intrinsic motivation on service quality. So that the higher the employee's intrinsic motivation, the higher or more influential it will be on the service quality of the employees. Dwikowati (2019) argues that good employee performance can improve the quality of employee service so that company goals can be achieved. So that motivation can be a driving force for employees in the process of achieving company goals by maximizing the strength, ability, expertise, skills and time to carry out various activities that are their responsibility and to fulfill their obligations in achieving organizational goals.

The third result in this study shows that organizational culture and intrinsic motivation together significantly influence employee service quality. These results show that if the organizational culture is internalized stronger, and the intrinsic motivation is higher and more significant, the quality of service will also be of higher quality. Koesmono (2005) states that organizational culture is important because it is a guideline or as habits that occur in the organizational hierarchy to represent the norms of behavior followed by all members of the organization. If the organizational culture is productive then that culture will become a strong organization and the goals and objectives of the company, especially services, will definitely be carried out by all employees. But if the wishes of the employees are not accommodated properly, the opposite will arise.

V. CONCLUSION

Based on the analysis and interpretation of research data, the conclusion that can be made is there is a significant influence of organizational culture and intrinsic motivation together on the service quality of State Electricity Company (PLN) (Persero) UP2B North Sumatra. This means that the higher simultaneously the influence of organizational culture and the intrinsic motivation of employees, the higher the quality of service by employees. Vice versa, the lower the influence of organizational culture and intrinsic motivation, the lower the service quality by employees. The level of service quality, organizational culture and intrinsic motivation of State Electricity Company (PLN) (Persero) UP2B North Sumatra employees are on average in the high category.

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