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The Effect of Service Quality on Employee Performance at the UPT Revenue Office Manokwari

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Abstract

Employee performance plays a vital role in determining organizational success, especially in public service institutions where effectiveness and service delivery directly influence public satisfaction. This study aims to analyze the influence of service quality on employee performance. The research applies a quantitative approach with a saturated sampling technique, involving all 45 civil servants as respondents. Primary data were collected through a structured questionnaire, and statistical analysis was performed using SPSS version 25. The analysis included validity and reliability tests, classical assumption testing, and simple linear regression supported by t-tests and coefficient of determination (R^2) analysis. The findings reveal that service quality has a significant positive effect on employee performance, with the R^2 value showing that 48.1% of the variation in performance is explained by service quality. The results highlight that improving service quality can effectively enhance employee productivity and accountability. Therefore, public institutions should strengthen their service-oriented culture and management practices to optimize employee performance and ensure better public service outcomes.

Keywords

Employee Performance, Human Resource Management, Organizational Effectiveness, Public Sector, Service Quality.

1. Introduction

Every organization has specific goals, and these goals can only be achieved when the human resources involved in the organization's activities demonstrate good performance. Employee performance involves the outcomes accomplished by workers in executing their responsibilities, indicating the extent of success in meeting the expectations and benchmarks associated with their positions. In other words, performance is a series of activities or processes carried out by employees in their efforts to achieve predetermined results (Prasetyo & Marlina, 2019). Furthermore, performance can also be understood as the work results of an employee over a certain period compared with various standards, targets, or criteria that have been set and mutually agreed upon within the organization (Arda, 2020).

Performance is a potential that every employee must possess to fulfill their assigned duties and responsibilities. With good performance, employees can complete organizational tasks effectively and efficiently, enabling problems within the organization to be resolved properly. Rivai (2018) explains that employee performance reflects a person's or group's willingness to perform tasks, which differentiates one employee from another. According to Nawawi (2006), performance functions as the interaction between workers' abilities and their acceptance of work objectives, determining the degree of goal attainment.

Performance also represents the actual behavior of individuals as their work achievement within the organization (Nurjaya, 2021; Ghaedamini Harouni et al., 2023). Afandi (2018) defines performance as the result achieved by individuals or groups within an organization according to their authority and responsibilities in pursuit of organizational goals, carried out legally, ethically, and morally. The level of employee performance, in both public and private organizations, is largely shaped by various factors such as the quality of services provided, the amount of work handled, adherence to work discipline, and overall job satisfaction.

According to Kotler and Keller (2016) service quality is a dynamic condition related to products, services, people, processes, and the environment that meets or exceeds expectations. Brata (2003) adds that the measure of service quality is not solely determined by the service provider but largely by those who receive the service, as they experience and evaluate the quality based on their expectations and satisfaction. The most common indicators of public service quality follow the five dimensions of the SERVQUAL model tangibles, reliability, responsiveness, assurance, and empathy. Additional indicators include transparency, accountability, participation, equality, and balance of rights and obligations (Pena et al., 2013).

Observations at the Technical Implementation Unit (*Unit Pelaksana Teknis/UPT*) Revenue Office (*Sistem Administrasi Manunggal Satu Atap/Samsat*) of Manokwari indicate that overall employee performance remains low. Poor performance negatively affects task execution and service delivery. Several factors contribute to this issue, including suboptimal service quality, unequal workloads, lack of initiative, insufficient teamwork, and weak responsibility, all of which result in reduced productivity. To achieve optimal performance in public service delivery, the UPT Revenue Office (Samsat) of Manokwari must take serious measures to enhance employee performance through improved service quality. When these factors are addressed comprehensively, employee performance is expected to increase significantly, ensuring the delivery of excellent public service.

Although the relationship between service quality and employee performance has been extensively researched, the results show mixed results. Research by Afandi (2018) and Prasetyo and Marlina (2019) indicates that service quality has a positive and significant effect on employee performance. However, Arda (2020) found a different finding, stating that service quality is not always the dominant factor in improving employee performance, but is instead influenced by other factors such as

work discipline and job satisfaction. Furthermore, most of these studies were conducted in government agencies in large urban areas or the private sector, so the context of public services in regions with different characteristics remains understudied.

This study aims to examine the influence of service quality on employee performance at the UPT Revenue Office of Manokwari. The research is expected to provide insights into the relationship between service quality and employee performance within the field of human resource management. Furthermore, it contributes to efforts to improve the quality of public service delivery.

2. Literature Review and Hypothesis Development

2.1. The Concept of Employee Performance

Performance serves as one of the key indicators for measuring the achievement of organizational goals. It represents a set of outcomes attained by an individual or group and refers to the actions involved in accomplishing assigned tasks (Steers & Porter, 1974). Performance is essentially a function of both motivation and ability. To successfully complete a task, individuals must possess not only the necessary skills and willingness but also a clear understanding of what needs to be done and how to perform it effectively (Harouni et al., 2023). In other words, performance is determined by three main factors: ability, motivation, and opportunity.

According to Rivai (2018), performance seeks to assess employee achievements, provide appropriate rewards, promote accountability, enhance motivation, and serve as a valuable source of information for human resource planning and career development. Similarly, Bangun (2012) highlights that performance evaluation benefits organizations by supporting company assessments, human resource development, system maintenance, and documentation for decision-making.

Furthermore, performance can be influenced by various factors, including knowledge, skills, understanding, organizational support, motivation, feedback, validity, and the organizational environment (Wibowo et al., 2019). Individual factors also play an important role. Employees with strong integrity and a balanced combination of physical and psychological well-being tend to maintain high concentration levels, enabling them to work optimally in achieving organizational objectives (Chang 2024; Dewangan, 2025). Additionally, the organizational environment significantly supports individual performance (Magsi et al., 2018; Baloch et al., 2022). Environmental elements such as a clear job hierarchy, work targets, communication patterns, a dynamic work climate, and career opportunities all contribute to improved employee performance (Mangkunegara, 2018; Emmanuel, 2021).

2.2. The Effect of Service Quality on Employee Performance

Service quality plays a vital role in shaping both organizational outcomes and employee performance. Tjiptono (2017) defines service quality as the extent to which the delivered service meets or exceeds customer expectations. Similarly, Parasuraman et al. (1988) explain that service quality is a comparison between customers' perceived service and their expected service, emphasizing that satisfaction arises when performance aligns with or surpasses expectations. From an organizational standpoint, the ability to deliver consistent service quality depends not only on systems and procedures but also on employee competence, motivation, and engagement (Kotler & Keller, 2016).

The concept of service quality is closely linked to performance because employees serve as the primary interface between an organization and its customers. Service activities are intangible, variable, and inseparable from those who deliver them, implying that the human factor becomes the determining element of perceived

quality (Strawderman & Koubek, 2008). Therefore, improving employee performance requires a strong service culture supported by effective communication, feedback mechanisms, and empowerment. Wibowo (2019) further notes that performance is influenced by knowledge, skills, organizational support, and motivation, factors that are directly strengthened through quality service systems.

From a behavioral perspective, high service quality enhances employee pride, accountability, and intrinsic motivation, which in turn improve individual and collective performance (Rivai, 2018). A supportive organizational environment that encourages responsiveness, empathy, and reliability helps employees understand customer needs and respond more effectively (Fauziah & Baskara, 2024; Zairbani & Prakash, 2025). In this context, the delivery of superior service not only meets customer satisfaction but also reinforces employee competence and morale. Hence, maintaining high service quality standards creates a reciprocal relationship where satisfied customers and motivated employees sustain organizational excellence and long-term competitiveness (Supriyanto et al., 2025; Sogbe et al., 2025).

H1: Service quality has a positive and significant effect on employee performance.



Figure 1. Research framework

Figure 1 proposes that service quality positively influences employee performance. High-quality service, characterized by tangibility, reliability, responsiveness, assurance, and empathy, fosters a supportive work environment where employees are motivated to perform effectively. When service standards are clearly defined and consistently maintained, employees tend to develop stronger responsibility, commitment, and efficiency in fulfilling their tasks. Therefore, it is hypothesized that service quality has a positive and significant effect on employee performance (H1).

3. Methods

This research uses a quantitative approach to analyze the influence of service quality on employee performance at the UPT Revenue Office (*Sistem Administrasi Manunggal Satu Atap/Samsat*) of Manokwari Regency. The quantitative approach was chosen because it allows for the systematic measurement and statistical testing of relationships between variables, ensuring objectivity and accuracy in interpreting the findings. The study seeks to identify whether changes in service quality significantly affect employee performance within the organization.

The research location is the UPT Revenue/Samsat Office in Manokwari, a public service institution responsible for vehicle tax administration and community service delivery. The population of this study consists of all 45 civil servants (*Aparatur Sipil Negara/ASN*) working at the office. Given the relatively small size of the population, this research applies a saturated sampling approach, treating the whole population as the sample itself. Thus, all 45 employees are included as respondents, ensuring comprehensive representation of the organizational environment.

The data type used in this study is primary quantitative data, obtained directly from respondents through a structured questionnaire. The questionnaire contains a set of statements designed to measure the main research variables. Respondents provided their responses using a Likert scale ranging from 1 to 5, where 1 indicates “strongly disagree” and 5 indicates “strongly agree.” The indicators of service quality

are adapted from Zeithaml and Parasuraman (2024) which include reliability, responsiveness, assurance, empathy, and tangibles (physical evidence). These dimensions are used to assess how well the organization delivers services to both internal and external stakeholders. Meanwhile, employee performance is measured based on the framework proposed by Robbins (2019), covering quality, quantity, independence, timeliness, and effectiveness.

Before conducting the hypothesis testing, the research instrument underwent validity and reliability tests to ensure the accuracy and consistency of the data collection tool. Subsequently, classical assumption tests, including normality and heteroskedasticity tests, were carried out to confirm that the regression model met statistical assumptions. The data analysis process utilized the Statistical Package for the Social Sciences (SPSS) version 25. The analytical techniques applied include t-tests to examine the partial effect of service quality on employee performance, the F-test to evaluate the simultaneous influence of the variables, and the coefficient of determination (R^2) is utilized to assess the extent to which fluctuations in employee performance can be attributed to service quality. The relationship between variables in this study is expressed through a simple linear regression equation, formulated as:

$$Y = \alpha + \beta_1 X_1 + e$$

Information:

Y = Employee Performance

X = Service Quality

B = Regression Coefficient

α = Constant

e = Error term

4. Results

Based on the results of the quantitative analysis, this study demonstrates that service quality has a positive and significant effect on employee performance at the UPT Revenue Office of Manokwari Regency. The findings indicate that improvements in service quality reflected through reliability, responsiveness, assurance, empathy, and tangible aspects contribute meaningfully to enhancing employee performance in terms of work quality, quantity, timeliness, independence, and effectiveness. Statistical testing using simple linear regression shows that service quality explains a substantial proportion of the variation in employee performance, while the remaining variance is influenced by other factors outside the scope of this study. The significance of the regression results confirms that higher service standards foster a supportive work environment, strengthen employee motivation and responsibility, and encourage more efficient task completion.

Before conducting further data analysis, it is essential to test the validity and reliability of the research instruments to ensure the accuracy and consistency of the data collected. The validity test aims to determine whether each item in the questionnaire accurately measures the intended variable, while the reliability test assesses the consistency of responses across items within the same variable. These preliminary tests are crucial to confirm that the instruments used are both valid and reliable, thereby ensuring the credibility of the subsequent analysis results.

Based on the validity test results presented in Table 1, all research instrument items are declared valid. The service quality variable (X1) consists of ten indicators (X1.1–X1.10), each of which shows an r-count value ranging from 0.667 to 0.823, indicating that all items meet the validity requirements. Similarly, the employee performance variable (Y) is measured using ten indicators (Y.1–Y.10), with r-count values between 0.755 and 0.867. Since all r-count values exceed the minimum

validity criteria, it can be concluded that each statement item used in this study is valid and suitable for measuring the service quality and employee performance variables.

Table 1. Validity Test Result

Variable	Indicator	R-Count	Information
Service Quality	X1.1	0.687	Valid
	X1.2	0.771	Valid
	X1.3	0.726	Valid
	X1.4	0.750	Valid
	X1.5	0.703	Valid
	X1.6	0.672	Valid
	X1.7	0.667	Valid
	X1.8	0.811	Valid
	X1.9	0.814	Valid
	X1. 10	0.823	Valid
Employee Performance	Y.1	0.830	Valid
	Y.2	0.855	Valid
	Y.3	0.867	Valid
	Y.4	0.808	Valid
	Y.5	0.803	Valid
	Y.6	0.755	Valid
	Y.7	0.854	Valid
	7.8	0.830	Valid
	Y.9	0.855	Valid
	Y.10	0.854	Valid

Table 2. Reliability Test

Variable	Cronbach's Alpha	Information
Service Quality	0.894	Reliable
Employee Performance	0.947	Reliable

From the table 2, it can be explained that the Cronbach's Alpha value for the Service Quality variable (X1) is 0.894, which exceeds the threshold value of 0.6, indicating that this variable is reliable. Similarly, the Employee Performance variable (Y) has a Cronbach's Alpha value of 0.947, which is also greater than 0.6, confirming that this variable is reliable and has strong internal consistency.

Table 3. Normality and Heteroscedasticity Test

Classical Assumption Test	Test	Value
	Test Statistic	0.092
	Asymp. Sig (2-Tailed)	0.200
Heteroscedasticity Test	Sig. (Service Quality)	0.323

Based on the data presented in Table 3, the One-Sample Kolmogorov-Smirnov Test shows a significance value of 0.200, which is greater than 0.05, indicating that the data are normally distributed. Furthermore, the outcomes of the heteroscedasticity test show that the significance value of the Service Quality variable (X1) is 0.323, which is likewise higher than 0.05. Thus, it can be inferred that the regression model is free of heteroscedasticity problems and fulfills the assumptions needed for regression analysis.

Table 4. Multiple Linear Regression Test

Variable	Unstd. B	T-Statistic	Sig.
Constant	11.945	2.454	0.018
Service Quality	0.721	6.458	<0.001

From the data in Table 4, the regression equation is $Y = 11.945 + 0.721X_1$. The constant value ($a = 11.945$) indicates the state of the employee performance variable (Y) when it is unaffected by other variables, specifically service quality (X1). The regression coefficient ($b_1 = 0.721$) indicates that service quality has a positive effect on employee performance, meaning that for every 1-unit increase in service quality, employee performance increases by 0.721 units.

Based on Table 4, the results of the partial t-test show that the significance value of the service quality variable (X1) on employee performance (Y) is $0.001 < 0.05$, and the t-count value of 6.458 is greater than the t-table value of 2.01410. Therefore, H_0 is rejected and H_a is accepted, indicating that service quality has a significant positive effect on employee performance. This means that improvements in service quality led to a significant increase in employee performance.

Table 5. Coefficient Determination Result

Test	Value
R	0.694
R Square	0.481
Adjusted R Square	0.470

Based on the results of the coefficient of determination test shown in Table 5, the R value of 0.694 indicates a strong relationship between service quality and employee performance. The R Square value of 0.481 means that 48.1% of the variation in employee performance can be explained by service quality, while the remaining 51.9% is influenced by other factors not examined in this study. Furthermore, the Adjusted R Square value of 0.470 suggests that after adjusting for the number of variables used in the model, service quality accounts for 47.0% of the variation in employee performance, indicating that the regression model has a moderate explanatory power.

5. Discussion

The results of this study indicate that service quality has a significant positive effect on employee performance at the UPT Revenue of Manokwari. This result indicates that enhancements in service quality contribute to increased levels of employee performance. When employees deliver services that meet or exceed public expectations, their sense of responsibility, motivation, and commitment to organizational goals also increase (Boyd et al., 2018). In this context, service quality not only affects external outcomes such as public satisfaction but also directly strengthens internal performance indicators, including work efficiency, task accuracy, and productivity among employees (Alkaf et al., 2021; Hussain, 2022; Dharmawan et al., 2025).

These results are consistent with previous studies conducted by Dariansyah (2018) and Lengkong et al. (2021), who found that the five dimensions of service quality, consisting of tangibles, empathy, responsiveness, reliability, and assurance, significantly and simultaneously affect employee performance. Similarly, Dariansyah (2018) research confirmed that service quality has a significant positive relationship with employee performance, emphasizing that employees who consistently deliver high-quality service tend to demonstrate better work outcomes. The findings of this study thus reinforce the evidence from earlier research, showing that service quality remains a crucial determinant of performance, not only in private institutions but also within public service organizations (Jayaram & Xu, 2016).

From a theoretical standpoint, the findings align with the conceptual frameworks presented in the literature review. Parasuraman et al. (1988) and Tjiptono (2017)

describe service quality as the degree to which services meet or exceed expectations, which directly affects both customer satisfaction and organizational performance. In line with Kotler and Keller (2016), high service quality depends on employee competence and engagement, meaning that improving service systems must go hand in hand with human resource development. The study also supports Wibowo's (2019) perspective that performance is influenced by knowledge, skills, and organizational support, factors inherently strengthened through effective service delivery. Therefore, the empirical findings of this study provide concrete evidence that the theoretical linkage between service quality and performance holds true in the public sector context, particularly in a government service environment like Samsat.

In relation to the research setting, the findings carry particular significance for the UPT Revenue Office of Manokwari, where initial observations showed low employee performance. Issues such as unequal workloads, lack of initiative, and weak teamwork were found to hinder optimal service delivery. The results of this study confirm that improving service quality can serve as a strategic entry point to enhance performance. When employees are trained to be more responsive, reliable, and empathetic in handling taxpayers' needs, they not only meet service standards but also develop stronger motivation and accountability in their roles (Bakar et al., 2022). This improvement in performance subsequently contributes to better public satisfaction and organizational credibility (Naini et al., 2022; Venkatakrishnan et al., 2023).

The implications of this study highlight the importance of strengthening service-oriented work culture within public institutions. To enhance employee performance, management should prioritize continuous service quality development through training, performance feedback, and recognition systems (Yertas, 2024). Establishing clear service standards and empowering employees to take initiative will also help sustain quality improvement. Furthermore, a supportive organizational climate that values professionalism, teamwork, and accountability is essential to ensure that service quality translates effectively into measurable performance gains (Candra et al., 2023). By fostering a culture of quality service, the UPT Revenue Office (Samsat) of Manokwari can achieve both improved employee performance and higher levels of public trust in government services.

6. Conclusion

The findings of this study conclude that service quality has a significant positive effect on employee performance at the UPT Revenue Office of Manokwari. This indicates that higher service quality leads to improved employee productivity, motivation, and responsibility in carrying out public service tasks. The study reinforces previous research and theoretical frameworks emphasizing that service quality plays a crucial role in enhancing individual and organizational performance. The results imply that improving service quality can serve as an effective strategy for increasing work efficiency and public satisfaction. Therefore, management should focus on strengthening a service-oriented culture, providing regular training, ensuring equitable workload distribution, and establishing clear performance standards to achieve sustainable improvements in employee performance.

Despite its meaningful contributions, this study has several limitations. The research was conducted in a single government institution with a relatively limited sample size, which may restrict the generalization of findings to other public sector organizations. Additionally, the study only examined one independent variable without considering other factors such as motivation, leadership, or organizational culture that may also influence performance. Future research should include a broader range of variables and expand to different institutional contexts or regions to provide a more comprehensive understanding of employee performance

determinants. Employing mixed-method approaches could also offer deeper insights into the behavioral and organizational dynamics underlying performance outcomes in public service settings.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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