

## **The Influence of Service Quality on Employee Performance in the PSMA Sector at the West Java Provincial Education Office.**

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### **Abstract**

This study was motivated by the inconsistency in employees' work target achievement within the PSMA Division of the West Java Provincial Education Office, which is presumed to be associated with the suboptimal implementation of both internal and external service standards. The study aims to empirically examine the extent to which perceived service quality influences employee performance in the organization. An explanatory quantitative approach was employed, involving all 41 employees through a census sampling technique. Data were collected using a five-point Likert scale questionnaire that had demonstrated satisfactory validity and reliability. The data were analyzed using descriptive statistics and simple linear regression with the assistance of SPSS software. The findings reveal that service quality has a positive and significant effect on employee performance ( $\beta = 0.330$ ,  $p = 0.020$ ), with a coefficient of determination of 55.3%. Descriptive analysis further indicates that service quality is perceived at a very high level (mean = 4.31), while employee performance is categorized as high (mean = 4.17). These findings suggest that improving and standardizing service quality can serve as an important mechanism for enhancing employee productivity and organizational performance within public sector institutions.

**Keywords:** Service Quality, Employee Performance, Linear Regression, Public Sector.

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### **INTRODUCTION**

Public service quality has become a critical indicator in assessing accountability, transparency, and bureaucratic effectiveness within public sector organizations. In the context of administrative reform, government institutions are increasingly expected to deliver services that are responsive, efficient, and oriented toward stakeholder satisfaction. The achievement of these objectives largely depends on employee performance, which reflects the extent to which employees are able to fulfill their responsibilities and contribute to organizational goals. In educational institutions, employee performance plays a strategic role in ensuring the effectiveness of educational services and policy implementation (Robbins & Judge,

2022). Consequently, understanding the factors that influence employee performance remains an important issue in public administration and human resource management research.

The PSMA Division of the West Java Provincial Education Office is responsible for managing secondary education services, coordinating technical support for schools, and ensuring the implementation of educational policies in accordance with national standards. Given the complexity of these responsibilities, employees are required to demonstrate high levels of professionalism, adaptability, and productivity. However, organizational records from 2021–2023 indicate fluctuations in employee performance achievements, particularly in relation to Employee Performance Targets (SKP) and work behavior assessments. Several operational challenges, including delays in task completion, uneven workload distribution, and coordination issues among work units, suggest that employee performance remains an area requiring continuous improvement.

From a theoretical perspective, Equity Theory argues that employees tend to perform optimally when they perceive a balance between their contributions and the rewards or support received from the organization. A supportive work environment, clear procedures, and effective service systems can foster positive perceptions that encourage higher performance levels. Conversely, unclear service standards and inefficient procedures may create role ambiguity, increase work stress, and reduce employee motivation (Mohammed Sayed Mostafa et al., 2022). Therefore, service quality can be viewed not only as an outcome experienced by service users but also as an organizational mechanism that shapes employees' work experiences and performance.

Service quality is commonly conceptualized through the dimensions of reliability, responsiveness, assurance, empathy, and tangibles. These dimensions influence not only customer satisfaction but also employee attitudes and behaviors within organizations. Previous studies have reported that higher service quality contributes to improved work engagement, job satisfaction, organizational commitment, and employee productivity (Ocampo et al., 2019). Nevertheless, most existing studies have focused on external service recipients or private-sector organizations, while empirical evidence regarding the direct effect of service quality on employee performance within provincial education offices remains limited. This gap highlights the need for further investigation, particularly in public sector institutions responsible for educational service delivery.

Based on the theoretical and empirical considerations outlined above, this study aims to examine the effect of service quality on employee performance in the PSMA Division of the West Java Provincial Education Office. Specifically, the study seeks to: (1) describe the level of service quality within the organization, (2) assess employee performance conditions, and (3) analyze the influence of service quality on employee performance. The findings are expected to contribute to the literature on public sector management by providing empirical evidence regarding the role of service quality in enhancing employee performance and by offering practical

recommendations for improving organizational effectiveness within educational government institutions.

## METHODOLOGY

This study employed a quantitative approach with an explanatory associative research design. A quantitative method was selected because the primary objective of the study was to examine the causal relationship between variables through numerical measurement and objective statistical analysis. An explanatory survey design was adopted to determine the extent to which variations in the dependent variable, employee performance, could be explained by the independent variable, service quality. This approach enabled the researchers to collect data from a natural organizational setting without experimental manipulation, thereby providing findings that closely reflect the actual conditions within the West Java Provincial Education Office. Furthermore, the approach is consistent with contemporary public management research methodologies that emphasize hypothesis testing based on structured and replicable field data (Dash & Paul, 2021).

The population of this study consisted of all employees working within the PSMA Division of the West Java Provincial Education Office. A total of 41 employees were identified as the target population. Given the relatively small population size, a total sampling (census) technique was employed, whereby all members of the population were included as research respondents. This approach was chosen to eliminate sampling bias and ensure that the characteristics of the entire population were fully represented in the analysis. The use of a census approach in small organizational studies has been recognized for enhancing the external validity of findings by minimizing potential distortions arising from random sample selection (Mardiman et al., 2026).

The study involved two principal variables. The independent variable (X) was service quality, defined as the ability of an organizational unit to consistently deliver services that meet or exceed stakeholder expectations. Service quality was measured using the SERVQUAL framework, comprising five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Each dimension was represented by three measurement items tailored to the context of educational service administration. The dependent variable (Y) was employee performance, defined as the quality and quantity of work outcomes achieved by employees in accordance with organizational standards and responsibilities. Employee performance was measured using indicators adapted from Robbins (2023), including quality of work, quantity of output, timeliness, and effectiveness in utilizing organizational resources. All items were measured using a five-point Likert scale. To satisfy the assumptions of parametric statistical analysis, ordinal data were transformed into interval data using the Method of Successive Intervals (MSI), as recommended in contemporary management research (Kaur Bagga et al., 2023; Rönkkö & Cho, 2022).

Data were collected using a structured questionnaire that underwent rigorous validity and reliability testing. Construct validity was assessed by comparing the calculated item-total correlation coefficients with the critical  $r$ -value ( $df = 39$ ,  $\alpha = 0.05$ ), resulting in a threshold value of 0.3081. All questionnaire items for both variables exceeded the required threshold and were therefore considered valid. Reliability testing using Cronbach's Alpha produced coefficients of 0.920 for service quality and 0.923 for employee performance, both of which substantially exceeded the minimum acceptable value of 0.60, indicating excellent internal consistency (Hair et al., 2019). Questionnaires were distributed both directly and online, resulting in a response rate of 100%. Prior to analysis, all responses were screened for outliers and data-entry errors to ensure the integrity and accuracy of the dataset.

Data analysis was conducted in two stages. The first stage involved descriptive statistical analysis to summarize the distribution, frequency, mean scores, and categorical interpretations of each indicator. The second stage involved inferential statistical analysis preceded by several diagnostic tests. The normality test was performed using the One-Sample Kolmogorov-Smirnov test with Lilliefors correction, yielding a significance value of 0.147 ( $> 0.05$ ), indicating that the data were normally distributed. Linearity testing produced a significance value for deviation from linearity of 0.879 ( $> 0.05$ ), confirming a linear relationship between the variables. Heteroscedasticity was examined using the Glejser test, which generated a significance value of 0.701 ( $> 0.05$ ), indicating the absence of heteroscedasticity. After all assumptions were satisfied, simple linear regression analysis was employed to test the research hypothesis, followed by a partial significance test (t-test). All statistical analyses were performed using IBM SPSS Statistics version 29.0, ensuring accuracy and consistency in accordance with contemporary quantitative research standards (Lam et al., 2021).

## RESULTS AND DISCUSSION

The results of this study present empirical findings structured in two main dimensions: descriptive description of variables and testing of causality hypotheses. Based on descriptive statistical analysis, the overall service quality (X) in the PSMA Division of the West Java Provincial Education Office is in the very high category with an average score of 4.31. The breakdown by indicator shows that the empathy dimension recorded the highest score (4.46), followed by physical evidence (4.43), responsiveness (4.29), and reliability and assurance, which were both at 4.25. These findings indicate that employees are generally able to demonstrate a communicative attitude, are responsive to the needs of service users, and maintain their appearance and work facilities well. However, the relatively lower scores for reliability and assurance suggest gaps in procedural consistency, information accuracy, and the sense of security felt by the public in the service process. Overall, the distribution pattern of respondents' answers shows a dominance of the "agree" and "strongly agree" categories, reflecting a positive perception of the implemented service standards. This finding is consistent with evaluations of public services in

developing countries which emphasize that interpersonal dimensions and physical evidence are the main determinants of user trust (Ocampo et al., 2019) .

Table 1. Descriptive Statistics of Service Quality and Employee Performance

Variables	Indicator	Mean	Elementary School	Min	Max	Category
Service Quality (X)	Reliability	4.25	0.52	3.00	5.00	Very high
	Responsiveness	4.29	0.48	3.33	5.00	Very high
	Guarantee	4.25	0.51	3.00	5.00	Very high
	Empathy	4.46	0.43	3.67	5.00	Very high
	Physical Evidence	4.43	0.47	3.33	5.00	Very high
Employee Performance (Y)	Quality of Work Results	4.15	0.56	2.75	5.00	Tall
	Target Achievement	4.19	0.54	3.00	5.00	Tall
	Punctuality	4.37	0.49	3.25	5.00	Very high
	Resource Effectiveness	3.98	0.61	2.50	5.00	Tall

Source: Primary data processing, 2025

Meanwhile, the employee performance variable (Y) is in the high category with an overall average of 4.17. The indicator of punctuality in completing work recorded the highest score (4.37), indicating a good level of discipline and time management among employees. The indicators of work results meeting targets and meeting quality standards were at 4.19 and 4.15, respectively, confirming that most administrative and technical tasks had been completed according to organizational expectations. The indicator with the lowest score was the effectiveness of organizational resource use (3.98), which, although still in the high category, indicates there is room for optimization in the use of facilities, budgets, and work technology. This pattern is relevant to the phenomenon of bureaucracy where individual discipline is often high, but systemic efficiency still faces structural challenges .

Hypothesis testing through simple linear regression analysis produces a mathematical equation:  $Y = 48.923 + 0.330X$ . A positive regression coefficient of 0.330 confirms a unidirectional relationship; every one-unit increase in perceived service quality will be followed by a 0.330-unit increase in employee performance. The partial *t- test* shows a *calculated t- value* of 2.416 which is greater than *the t-table of* 1.683 at a significance level of 5%, with a probability value of 0.020 (<0.05). These results statistically reject the null hypothesis ( $H_0$  ) and accept the alternative hypothesis ( $H_1$  ) , which states that service quality has a positive and significant effect on employee performance.

Table 2. Simple Linear Regression Test Results

Parameter	Mark	Interpretation
Constant (a)	48,923	Baseline performance value when X = 0
Regression Coefficient (β)	0.330	Every 1 unit increase in X increases Y by 0.330
t-count/ Sig.	2.416/0.020	Significant at α = 0.05 (H <sub>0</sub> rejected )
R <sup>2</sup> / Adjusted R <sup>2</sup>	0.553/0.542	The model explains 55.3% of the variation in Y

Source: SPSS Output, 2025

The coefficient of determination (R<sup>2</sup>) of 0.553 or 55.3% indicates that more than half of the variation in employee performance can be explained by service quality variables, while the remaining 44.7% is influenced by other factors outside the model, such as intrinsic motivation, leadership, organizational climate, or administrative workload. This finding confirms the validity of the Balance Theory in the context of educational bureaucracy. When employees perceive that the service system they are running is standardized, transparent, and supported by adequate facilities, their perception of organizational justice increases. This perception psychologically lowers work barriers, reduces administrative friction, and strengthens commitment to task completion (Çini et al., 2023) . The high dimensions of empathy and responsiveness in this finding are in line with previous studies that emphasize that humane and responsive service creates a conducive work environment, which in turn triggers increased productivity (Sari et al., 2023) .

Table 3. Construct Validity and Reliability

Construct	Cronbach's Alpha	Composite Reliability (CR)	AVE	√AVE
Quality of Service	0.920	0.928	0.714	0.845
Employee Performance	0.923	0.931	0.732	0.856

Source: PLS-SEM analysis, 2025

All constructs met the criteria for discriminant validity ( $\sqrt{AVE} >$  inter-construct correlation) and reliability (CR > 0.70; AVE > 0.50) according to the latest methodological guidelines for PLS-SEM-based research (Mohamad Yusof et al., 2025) . This finding strengthens the validity of the instrument's measurements, as recommended in Scopus-indexed public service studies. The relatively lower reliability and assurance dimensions (4.25) suggest the need for improvements to Standard Operating Procedures (SOPs) and quality control systems to reduce variability in work results. This is in line with the findings of Ocampo et al. (2019) who found that in the context of public services in developing countries, procedural

consistency and assurance of information accuracy are key determinants of service user trust and service provider motivation.

These findings are consistent with the study conducted by Sari et al. (2024) in Indonesian public hospitals, which confirmed that internal service quality significantly contributes to employee performance ( $\beta = 0.31$ ,  $p < 0.05$ ), particularly when supported by a positive organizational culture. The primary similarity lies in the recognition that service quality should not be viewed merely as an external outcome but also as an internal organizational mechanism that shapes employee discipline, motivation, and work efficiency. However, the present study extends this perspective to the secondary education sector, where employees operate within a more complex regulatory environment and are required to balance service responsiveness with administrative compliance. The relatively lower score observed for the resource utilization indicator further suggests that improvements in employee performance depend not only on individual attitudes and behaviors but also on the effective management of organizational resources. This finding aligns with the Resource-Based View (RBV), which posits that superior organizational performance can be achieved when resources are not only available but also strategically and sustainably managed (Lam et al., 2021).

Furthermore, Alam et al. (2025) demonstrated that the adoption of technology and the digitalization of work processes significantly strengthen the relationship between service quality and employee productivity in public sector organizations. Digital transformation reduces repetitive administrative tasks, enhances workflow transparency, and enables employees to focus on value-adding activities. In the context of the West Java Provincial Education Office, these findings imply that performance improvement initiatives within the PSMA Division should adopt a holistic approach that extends beyond strengthening SERVQUAL dimensions alone. Such initiatives should also foster a supportive organizational climate through continuous professional development, equitable reward systems, and the integration of digital task management platforms. As highlighted by Lam et al. (2021), a positive organizational culture serves as a catalyst that amplifies the beneficial effects of service excellence on employees' innovative capabilities and work resilience.

From a practical perspective, the findings offer several strategic implications for public sector management. First, efforts to enhance service quality should be regarded as a strategic human resource investment rather than merely an administrative obligation. Second, targeted interventions should focus on strengthening reliability and assurance dimensions through service digitalization, periodic quality audits, and competency-based training programs. Third, optimizing organizational resource utilization requires evidence-based efficiency policies, including the integration of information systems, competency-based job rotation, and performance evaluation mechanisms linked to measurable performance indicators. Through these initiatives, employee performance improvement can become more

systematic, measurable, and sustainable rather than reactive and short-term in nature.

Despite its contributions, this study has several limitations. The sample was restricted to employees within a single division of the West Java Provincial Education Office, which may limit the generalizability of the findings. In addition, the cross-sectional research design restricts the ability to establish long-term causal relationships between service quality and employee performance. Future research is therefore recommended to incorporate mediating variables such as work motivation, organizational climate, or employee engagement, while also expanding the scope of investigation across different government agencies to enhance the generalizability of findings within broader and more dynamic bureaucratic contexts.

## CONCLUSION

The empirical findings of this study demonstrate that improvements in service quality have a positive and significant effect on the performance of employees within the PSMA Division of the West Java Provincial Education Office. This relationship is statistically supported by a positive regression coefficient of 0.330 and a significance value of 0.020 ( $p < 0.05$ ), indicating that higher levels of perceived service quality are associated with higher levels of employee performance. Descriptive analysis revealed that service quality was perceived at a very high level (mean = 4.31), with empathy and tangibles emerging as the strongest dimensions. Meanwhile, employee performance was categorized as high (mean = 4.17), with timeliness of task completion identified as the most prominent performance indicator.

Furthermore, the coefficient of determination ( $R^2$ ) of 55.3% indicates that service quality is a substantial predictor of employee performance, although 44.7% of the variance remains attributable to other factors not examined in this study. These findings suggest that consistent, responsive, and stakeholder-oriented service standards can directly enhance employee discipline, motivation, and work efficiency. Consequently, public sector managers should view service quality enhancement as a strategic human resource development initiative rather than merely an administrative requirement. Efforts to strengthen service quality should be accompanied by the optimization of organizational resource utilization, the improvement of technology-based standard operating procedures (SOPs), and the implementation of integrated performance management systems.

Despite its contributions, this study is limited by its focus on a single organizational unit and its cross-sectional research design. Future studies are therefore encouraged to incorporate potential mediating variables, such as work motivation, organizational climate, or employee engagement, and to extend the scope of investigation across multiple government agencies to enhance the generalizability of the findings within broader public-sector bureaucratic settings.

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