Improving Performance Through Service Quality

Sri Wahyuni G. Singa, Kiki Farida Ferine

Abstract
Achieving organizational goals requires various kinds of resources ranging from human resources, equipment, machines, finance and information resources. Human resource management, abbreviated as HRM, is a science or method of managing the relationships and roles of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the joint goals of the company, employees and society are achieved. maximum. The results of this research are as follows: Workload has a negative and significant effect on employee performance with an original sample value of -0.251 and an ap value of 0.044. Workload has a negative and significant effect on Service Quality with an original sample value of -0.574 and ap value of 0.000. Position has a positive and insignificant effect on employee performance with an original sample value of 0.192 and ap value of 0.061. Position has a positive and significant effect on Service Quality with an original sample value of 0.366 and ap value of 0.005. Service Quality has a positive and significant effect on Employee Performance with an original sample value of 0.532 and ap value of 0.000. Workload has a negative and significant effect on Employee Performance through Service Quality with a value of -0.305 and a value of 0.002. Position has a positive and significant effect on employee performance through service quality with a value of 0.295 and a value of 0.005.

Keywords: Position, Workload, Service Quality, Employee Performance.

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Background

Human resources as one of the resources in the organization and play an important role in the success of achieving organizational goals, Success or failure depends on the ability of human resources in carrying out their duties and functions. In achieving organizational goals, various resources are needed, starting from human resources, equipment, machines, finance, and information resources. Human resource management, abbreviated as HR, is a science or a way to manage the relationship and role of resources (workforce) owned by individuals efficiently and effectively and can be used optimally so that the goals of the company, employees and the community are achieved optimally. A position is a permanent work environment in an organizational environment. In a state organization, the government as an office environment is the state's complete tools such as executive positions, legislative positions, judicial positions, and other suprastructural positions. These positions contain certain authorities. A person who holds a position has the right to use his position within the limits of his duties in the position and authority of his position. Promotion plays a very important role in a company because it influences the selection of managers to support the success of the company. Workload *is* a difference between the capacity or ability of workers and the demands of the work that must be faced. Given that human work is mental and physical, each has a different level of burden. A level of burden that is too high allows excessive energy use and overstress, conversely a load intensity that is too low allows boredom and saturation or understress. Workload is related to work performance. If the workload is too excessive it will cause physical or mental fatigue and emotional reactions. Service quality is providing perfect service carried out by service providers in meeting customer needs and desires and accuracy of delivery to match customer expectations. Service quality is an important thing that must be considered and maximized in order to survive and remain the choice of customers. Efforts to improve service quality will be very effective if improving service quality is a daily goal, starting from top management or directors to service implementers or employees. Performance is a very important and interesting part because it has proven to be very important, an institution wants employees to work hard according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. Good performance is a desired state in the world of work. An employee will get good work performance if their performance is in accordance with standards, both quality and quantity.

Formulation of the problem

1. Does Job Analysis have a positive and significant effect on Service Quality at the Langkat Regency Manpower Office?
2. Does Workload have a positive and significant effect on Service Quality at the Langkat Regency Manpower Office?
3. Does Job Analysis have a positive and significant effect on Employee Performance at the Langkat Regency Manpower Office?
4. Does Workload have a positive and significant effect on Employee Performance at the Langkat Regency Manpower Office?
5. Does Service Quality have a positive and significant effect on Employee Performance at the Langkat Regency Manpower Office?
6. Does Job Analysis have a positive and significant effect on Employee Performance through Service Quality at the Langkat Regency Manpower Office?
7. Does Workload have a positive and significant effect on Employee Performance through Service Quality at the Langkat Regency Manpower Office?

Research purposes

1. To determine the positive and significant influence of Job Analysis on Service Quality at the Langkat Regency Manpower Office.

2. To determine the positive and significant influence of Workload on Service Quality at the Langkat Regency Manpower Office.
3. To determine the positive and significant influence of Job Analysis on Employee Performance at the Langkat Regency Manpower Office.
4. To determine the positive and significant influence of Workload on Employee Performance at the Langkat Regency Manpower Office.
5. To determine the positive and significant influence of Service Quality on Employee Performance at the Langkat Regency Manpower Office.
6. To determine the positive and significant influence of Job Analysis on Employee Performance through Service Quality at the Langkat Regency Manpower Office.
7. To determine the positive and significant influence of Workload on Employee Performance through Service Quality at the Langkat Regency Manpower Office.

Employee Performance

Understanding Employee Performance

According to Sumardjo and Priansa (2018) Performance is a real behavior displayed by each person as a work achievement produced by employees according to their role in the organization. According to Mangkunegara (2017) Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Employee Performance Indicators

According to Mangkunegara, (2017) performance indicators, namely: quality, quantity, reliability and attitude:

a. Quality of Work. Quality of work is measured by accuracy, neatness, and precision in working or the established quality standards.
b. Quantity of Work. Work quantity relates to the amount of work volume that employees can complete or produce under normal circumstances.
c. Whether or not one can be relied upon. This is a reflection of how someone is able to complete a given task with a high level of accuracy and a strong will to do it seriously.
d. Cooperative attitude. This work attitude includes how to face and respond to tasks that have been given, the level of cooperation with other employees, attitudes towards superiors and treating others outside the company.

Factors Affecting Employee Performance

According to Afandi (2021), there are several factors that influence performance, namely

a. Ability,
b. Personality and work interests,
c. Clarity and acceptance of a worker,
d. Level of Worker Motivation,
e. Competence,
f. Work Facilities,
g. Work Culture,
h. Leadership,
i. Work Discipline.

Definition of Job Analysis

According to Rachmawati (2017), Job analysis is a procedure for determining the tasks and skill requirements of a job and what kind of person will be hired for it. According to Sedarmayanti (2017), job analysis is the process of collecting information about a particular job and determining the basic elements needed to carry out a particular job.

Job Analysis Indicators

Job analysis indicators according to Sedarmayanti (2017), are as follows:

1. Job description is a document that contains information about the duties, obligations and responsibilities of a job/position. Job description contains information about
   a. Job identification (job name, department/section, relationship, reporting, number, job code).
   b. Job analysis date.
   c. Job summary.
   d. Tasks carried out.

2. Job specifications are the minimum qualifications that a person must have in order to perform a particular job. Job specifications contain information about:
   a. Educational requirements.
   b. Experience.
   c. Personality traits.
   d. Physical ability.

Workload

Understanding Workload

According to Rolos et al (2018) workload is the amount of work that must be carried out by a position or organizational unit and is the result of the multiplication of work volume and time norms. Workload analysis is a process of determining the number of hours of human resources that work, are used, and are needed to complete a job for a certain period of time (Koesomowidjojo 2017).

Workload Indicator

According to Koesomowidjojo (2017) workload indicators include:

1. Working condition, the working conditions referred to are how well an employee understands the job.
   a. Easy to operate delegated work.
   b. Minimize errors in carrying out work stages
   c. Minimize work accidents.
   d. Reduce employee workload and increase comparability, credibility, and defensibility.
   e. Facilitate the evaluation of each work process that has been determined by the company/institution/agency.
   f. Make it easier for employees to make decisions if there are changes in work procedures so that the specified work quality will be much easier to achieve.
   g. Make it easier for employees to have good communication with superiors or co-workers.

2. Use of Working Time Working time in accordance with SOP can minimize employee workload. However, many organizations do not have SOP or are inconsistent in implementing SOP, the use of working time imposed on employees tends to be excessive or very narrow.
3. Targets to be achieved The work targets set by the company will of course directly affect the workload received by employees.

Quality of Service

Understanding Service Quality

According to Aria and Atik (2018), service quality is an important component that must be considered in providing excellent service quality.

Improving Performance Through Service Quality

Service Quality according to Kotler and Keller (2018) Service Quality is the totality of features and characteristics of a product or service that depend on its ability to satisfy stated or implied needs.

Service Quality Indicators

According to Kotler and Keller (2018), service quality indicators include:

1. Reliability Reliability is the company's ability to provide services as promised, reliably, accurately and consistently.
2. Responsiveness Responsiveness is the ability to provide service to customers quickly and to listen to and resolve customer complaints.
3. Assurance Assurance is a measure of the employee's ability and politeness as well as the trustworthy nature of the employee.
4. Empathy Empathy is giving sincere and individual or personal attention to consumers by trying to understand the consumer's desires.
5. Tangibles Tangibles are the appearance of physical facilities, good equipment used to provide services to consumers.

. **Conceptual Framework**

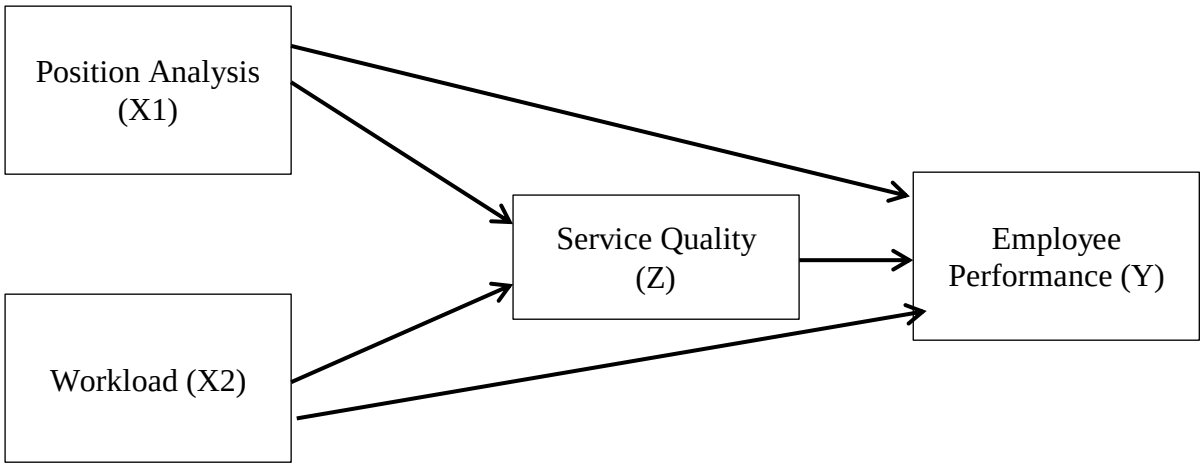

Figure 1: Conceptual Framework

Hypothesis

H1. Job Analysis has a positive and significant effect on Service Quality at Department of Manpower, Langkat Regency.
H2. Workload has a positive and significant effect on the Quality of Service in the Service Employment in Langkat Regency.
H3. Job Analysis has a positive and significant effect on Employee Performance in the Service Employment in Langkat Regency.
H4. Workload has a positive and significant effect on employee performance in the service Employment in Langkat Regency.
H5. Service quality has a positive and significant effect on employee performance. Department of Manpower, Langkat Regency.
H6. Job Analysis has a positive and significant effect on Employee Performance through Quality of Service at the Langkat Regency Manpower Office.
H7. Workload has a positive and significant effect on employee performance through Quality of Service at the Langkat Regency Manpower Office.

Research methods

Types of research

According to Sugiyono (2017), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, analysis and is quantitative in nature with the aim of testing the established hypothesis.

Research Data Sources

This study uses primary sources as sources of research data. According to Sugiyono (2017), primary data is data that directly provides data to data collectors.

Data collection technique

According to Sugiyono (2017), a questionnaire is a data collection technique carried out by providing a set of questions or written statements to respondents to answer.

Population and sample

Population

The population in this study was 52 employees. According to Sugiyono (2017), population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

Sample

The sample used is the entire population in the organization with a total of 52 and will be used as a sample. The sampling technique used is the saturated sampling technique which takes the entire population as a sample. According to Sugiyono (2017), a sample is part of the number and characteristics of the population. If the population is large, and research is not possible to understand everything in the population, research can use samples from the existing population.

Time and Place of Research

This research was conducted at the Manpower Office of Langkat Regency, Jl. Diponegoro No.7 Kwala Bingai, Stabat District, Langkat Regency, North Sumatra. The research was conducted from September to October 2024.

Data Analysis Techniques

The data analysis technique used in this study is the quantitative data analysis method. Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test

Validity testing is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability tests are used to measure the consistency of measuring instruments in measuring a concept or to measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables

in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for the t table value are as follows:

- Value 1.96 with a significance level of 5%

4. *Path* Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, then it is better (good fit).

Results and Discussion

Analysis *Outer Model*

Testing of the measurement model (outer model) is used for determine specification connection between latent variables with variable manifest, testing This includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with indicator reflexive can see from correlation between item/ indicator scores with its construct score. Indicator individual considered reliable If own mark correlation above 0.70. However thus in research stage development scale, loading 0.50 to 0.60 is still can accepted. Based on the results for outer loading shows existence indicator has a loading below 0.60 and does not significant. Structural model in study This shown in the following figure this:

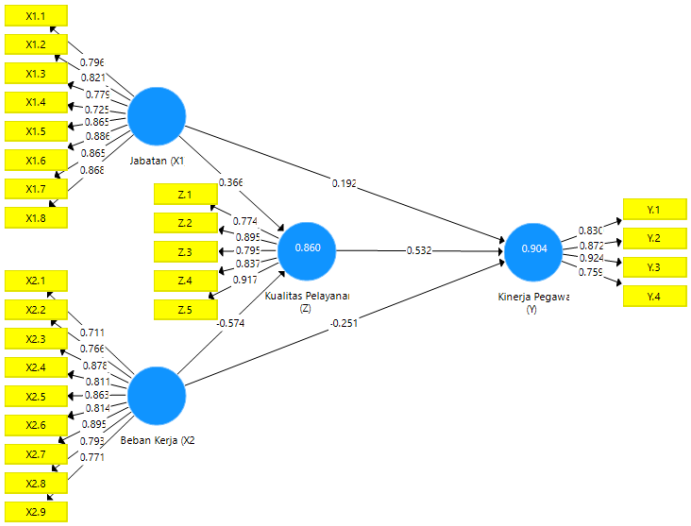

Figure 2. Outer Model

Smart PLS output for loading factor gives the results in the following table: Outer Loadings in this study there is an equation and the equation consists of two substructures for substructure 1

$Z = b1X1 + b2X2 + e1$

$Z = 0.366 – 0.574 + e1$

For substructure 2

$Y = b2X1 + b3X2 + b4Z + e2$

$Y = 0.192 – 0.251 + 0.532 + e2$

Table 1. Outer Loadings

	Workload (X2)	Position (X1)	Employee Performance (Y)	Service Quality (Z)
X1.1		0.796		
X1.2		0.821		
X1.3		0.779		
X1.4		0.725		
X1.5		0.865		
X1.6		0.886		
X1.7		0.865		
X1.8		0.868		
X2.1	0.711			
X2.2	0.766			
X2.3	0.878			
X2.4	0.811			
X2.5	0.863			
X2.6	0.814			
X2.7	0.895			
X2.8	0.793			
X2.9	0.771			
Y.1			0.830	
Y.2			0.872	
Y.3			0.924	

Y.4			**0.759**	
Z.1				**0.774**
Z.2				**0.895**
Z.3				**0.795**
Z.4				**0.837**
Z.5				**0.917**

Source: Smart PLS3.3.3

In the image and table 1 above, all loading factor indicators have a value > 0.7, meaning that the indicator is a valid indicator because it is greater than 700 or 0.7.

2. Discriminant Validity

In this section, the results of the discriminant validity test will be described. *validity* test uses the *cross loading value*. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on its variable is the largest compared to other variables. The following are the cross loading values of each indicator:

Table 2. Discriminant Validity

	Workload (X2)	**Position (X1)**	**Employee Performance (Y)**	**Service Quality (Z)**
X1.1	-0.728	**0.796**	0.722	0.702
X1.2	-0.778	**0.821**	0.804	0.755
X1.3	-0.719	**0.779**	0.688	0.709
X1.4	-0.672	**0.725**	0.695	0.659
X1.5	-0.818	**0.865**	0.751	0.779
X1.6	-0.838	**0.886**	0.755	0.755
X1.7	-0.911	**0.865**	0.868	0.874
X1.8	-0.758	**0.868**	0.727	0.750
X2.1	**0.711**	-0.733	-0.646	-0.634
X2.2	**0.766**	-0.805	-0.727	-0.741
X2.3	**0.878**	-0.883	-0.823	-0.790
X2.4	**0.811**	-0.729	-0.687	-0.668
X2.5	**0.863**	-0.819	-0.877	-0.786
X2.6	**0.814**	-0.745	-0.787	-0.756
X2.7	**0.895**	-0.841	-0.820	-0.823
X2.8	**0.793**	-0.677	-0.686	-0.770
X2.9	**0.771**	-0.665	-0.650	-0.743
Y.1	-0.770	0.737	**0.830**	0.782
Y.2	-0.859	0.837	**0.872**	0.837
Y.3	-0.855	0.819	**0.924**	0.845
Y.4	-0.621	0.693	**0.759**	0.707
Z.1	-0.732	0.693	0.675	**0.774**
Z.2	-0.744	0.775	0.785	**0.895**
Z.3	-0.773	0.724	0.797	**0.795**
Z.4	-0.859	0.837	0.872	**0.837**
Z.5	-0.766	0.796	0.811	**0.917**

Source: Smart PLS3.3.3

It can be seen in table 2 above that the indicators on the workload variable have a greater *cross loading value compared to the cross loading value* on other variables. The *cross loading value* for the position variable is greater than the other variables, the *cross loading value* for the employee performance variable is greater than the other variables, and *the cross loading value* for the service quality variable is greater than the other variables, which means that the *cross loading value* is valid in a discriminatory manner.

3. Composite reliability

The next test is *the composite reliability* of the indicator block that measures the construct. A construct is said to be reliable if the *composite reliability value* is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the *cronbachs alpha value* of the indicator block that measures the construct. A construct is declared reliable if *the cronbachs alpha value* is above 0.7. The following describes the results of the construct for each variable, namely Workload and Job Satisfaction, Organizational Commitment and Job Stress with each variable and indicator. The following is a table of loading values for the research variable constructs produced by running the Smart PLS program in the following table:

Table 3: Construct Reliability and Validity

	Cronbach's Alpha	**Composite Reliability**	**Average Variance Extracted (AVE)**
Workload (X2)	**0.935**	**0.946**	**0.661**
Position (X1)	**0.933**	**0.945**	**0.684**
Employee Performance (Y)	**0.868**	**0.911**	**0.720**
Service Quality (Z)	**0.899**	**0.926**	**0.715**

Source: Smart PLS3.3.3

Based on table 3 above, it shows that *the Average Variance Extracted* (AVE) of each variable, namely Workload, Position, Employee Performance and Service Quality has a construct> 0.50, meaning all constructs are reliable. Thus, it can be stated that each variable has high *discriminant validity*. While it can be seen in the table above, the *composite reliability value* of each variable shows a construct value> 0.60. These results indicate that each variable has met *the composite reliability* so that it can be concluded that all variables have a high level of reliability.

Furthermore, in the table above, the Cronbach's alpha of each variable shows a construct value of > 0.70. Thus, these results indicate that each research variable has met the requirements for the Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability. So it can be concluded that the indicators used in this study have high *discriminant validity* in compiling their respective variables.

***Inner Model* Analysis**

Structural model evaluation (inner model) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

1. Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4: R Square Results

	R Square	Adjusted R Square
Employee Performance (Y)	0.904	0.898
Service Quality (Z)	0.860	0.855

Source: Smart PLS3.3.3

In table 4, there is an R square value of employee performance variable of 0.904, meaning that the influence of position, workload and service quality is 0.904 or 90.4% and the rest is on other variables. The R square value of service quality variable with a value of 0.860 means that the influence of position and workload on service quality is 0.860 or 86.0% and the rest is on other variables.

2. Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at the T-Statistics and P-Values. The hypothesis is accepted if the *T-Statistics value is* > 1.96 and P-Values < 0.05. The following are the results of *the Path Coefficients* of direct influence:

Table 5. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Workload (X2) -> Employee Performance (Y)	-0.251	1,712	**0.044**	**Accepted**
Workload (X2) -> Service Quality (Z)	-0.574	4,015	**0,000**	**Accepted**
Position (X1) -> Employee Performance (Y)	0.192	1,546	**0.061**	**Rejected**
Position (X1) -> Service Quality (Z)	0.366	2,555	**0.005**	**Accepted**
Service Quality (Z) -> Employee Performance (Y)	0.532	5,544	**0,000**	**Accepted**

Source: Smart PLS3.3.3

Table 5 shows the results of direct influence; therefore, this research will be explained as follows:

1. Workload has a negative and significant effect on Employee Performance with an original sample value of -0.251 and p values of 0.044, meaning that if the workload increases, employee performance will decrease, conversely, if the workload decreases, employee performance will increase.
2. Workload has a negative and significant effect on Service Quality with an original sample value of -0.574 and p values of 0.000, meaning that if the workload increases, the service quality decreases, conversely, if it decreases, the service quality increases.
3. Position has a positive and insignificant effect on Employee Performance with an original sample value of 0.192 and p values of 0.061, meaning that position has little effect on good performance and also the answer does not necessarily reduce employee performance.
4. Position has a positive and significant effect on Service Quality with an original sample value of 0.366 and p values of 0.005. This means that in this study, if the position held is

good, everything will be good, increasing the quality of service, but if the position is used poorly, the quality of service decreases or declines.

5. Service Quality has a positive and significant effect on Employee Performance with an original sample value of 0.532 and p values of 0.000, meaning that if service quality increases, employee performance will increase, conversely, if it decreases, employee performance will decrease.

Table 6. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Results
Workload (X2) -> Service Quality (Z) -> Employee Performance (Y)	-0.305	2,878	**0.002**	**Accepted**
Position (X1) -> Service Quality (Z) -> Employee Performance (Y)	0.195	2,600	**0.005**	**Accepted**

Source: Smart PLS3.3.3

In table 6 there are the results of the indirect influence hypothesis, therefore the explanation in this study is as follows:

1. Workload has a negative and significant effect on Employee Performance through Service Quality with a value of -0.305 and p values of 0.002, meaning that service quality is an intervening variable because it is able to significantly influence employee workload and performance indirectly, but with the existence of service quality, employee performance is still not good because of the excessive workload.
2. Position has a positive and significant effect on Employee Performance through Service Quality with a value of 0.295 and p values of 0.005, meaning that service quality is an intervening variable because it is able to significantly influence employee positions and performance, meaning that service quality increases performance in employees who have high positions.

Conclusion

1. Workload has a negative and significant effect on Employee Performance with an original sample value of -0.251 and p values of 0.044.
2. Workload has a negative and significant effect on Service Quality with an original sample value of -0.574 and p values of 0.000.
3. Position has a positive and insignificant effect on Employee Performance with an original sample value of 0.192 and p values of 0.061.
4. Position has a positive and significant effect on Service Quality with an original sample value of 0.366 and p values of 0.005.
5. Service Quality has a positive and significant effect on Employee Performance with an original sample value of 0.532 and p values of 0.000.
6. Workload has a negative and significant effect on Employee Performance through Service Quality with a value of -0.305 and p values of 0.002.
7. Position has a positive and significant effect on Employee Performance through Service Quality with a value of 0.295 and p values of 0.005.

Suggestion

1. Organizations should provide work according to employees' abilities and should not give them too much work because it will trigger employees to feel stressed.
2. Employees who have been given positions should be used well and think about the progress of the organization.

3. Organizations must improve the quality of service to both employees and others.
4. Improve employee performance by conducting training and continuing to keep up with the times.
5. This research is expected to be used as input for the organization and cover the gaps and problems that exist in the organization.
6. It is hoped that this research can be used as reference material and can help other research and can be developed further.

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