



## Modeling Of Increasing Customer Satisfaction In Kantor Pelayanan Perbendaharaan Negara (KPPN) Sibolga

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### ABSTRACT

Customer satisfaction is an absolute requirement for an institution or company that intends to develop its business either in the form of products or services. As part of public service, KPPN is the spearhead of financial services in Indonesia, so that customer satisfaction is one of the indicators of concern for the institution. This study aims to determine the initial model that can increase customer satisfaction at KPPN Sibolga. This study uses a mixed quantitative and qualitative approach. The sample in this study amounted to 56 people and the key informants of this study were the work units in the KPPN work area. The collection method used online questionnaires and in-depth interviews. The method of analysis used multiple linear regression tests then analyzed the content presented by the informants in a triangulation manner. Organizational culture, especially the familiarity aspect, is one of the keys to strengthening satisfaction, plus the role of communication between employees which is naturally formed due to organizational culture, this is what makes customers feel familiar informally is a good way to increase customer satisfaction at this KPPN. The head of the KPPN office should maintain the intensity of informal meetings and write down the procedures into measurable standards, so that they can be applied in the future.

**Keywords:** Customer Satisfaction, Organizational Culture, Communication, KPPN

### INTRODUCTION

Customer satisfaction is an absolute requirement for an institution or company that intends to develop its business either in the form of products or services. Attention to customer satisfaction is a separate concept that companies must measure in order to measure the success of the company / institution they live in.

Customer satisfaction is a customer's response to whether a need is met or not. Customer satisfaction can occur because of quality service (Oliver, in Barnes, 2003). Customer satisfaction is also interpreted as a feeling of service during or after receiving service by comparing the expectations and the reality of the service received (Kottler, 2004; Nasution, 2004).

One way to measure customer satisfaction is by measuring service quality. According to LAN (2009) quality service can be done by paying attention to the criteria of simplicity, reliability, responsibility of service officers, friendliness, openness, communication between officers and customers, credibility, clarity and

certainty, security, understanding what customers expect, physical reality, efficient and economical (LAN 2009).

Many factors influence customer satisfaction with company or institutional services, both private and public. The results of Siwu's research (2016) prove that organizational culture has an effect on customer satisfaction provided by PT. Astra International Tbk, Daihatsu Malalayang Branch. High organizational culture, which can be seen from the high integrity and customer focus, will have an impact on the high customer satisfaction of PT. Astra International Tbk.

In addition, customer satisfaction is created because of trust, the results of research by Chairiyah (2014) which states that the quality of the application system has a significant effect on trust. SPAN as a new application must be able to foster trust and generate satisfaction for its customers.

The State Treasury Service Office (KPPN) is a public institution that provides financial system services for state management in every region in Indonesia. As part of public service, KPPN is the spearhead of financial services in Indonesia, so that customer satisfaction is one of the indicators of concern for the institution.

There are so many determinants that affect patient satisfaction at KPPN, therefore it is necessary to do an in-depth analysis to measure these determinants so that it becomes a concept that can be applied to other KPPN units.

## **MATERIALS & METHODS**

This study uses a mix method method with quantitative and qualitative research designs. The initial design uses a quantitative approach with an explanatory satisfaction approach after which it is followed by a qualitative approach to determine the appropriate modeling to improve customer satisfaction.

The sample size of this study amounted to 56 respondents from the work unit, then qualitatively the key informants of the study were the work units selected based on the provisions of having worked for 10 years.

The data collection method used was through giving online questionnaires to respondents, then conducting in-depth interviews with the informants who had been determined. After that, the analyzed model is compiled.

### **Statistical Analysis**

Data analysis used multiple linear regression to determine the determinants of satisfaction. The qualitative approach uses content analysis based on information from the informants and triangulation of the information submitted by the informants.

## **RESULT**

### **Hypothesis testing**

This research hypothesis test using multiple linear regression test with 8 independent variables and one dependent variable. Below are the results of the resulting hypothesis testing

#### **Descriptive statistics**

The following is the descriptive statistic of the results of the analysis test, in general it can be seen in the following table

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Descriptive Stastical			
	Mean	Std. Deviation	N
Work Area	1,88	0,334	56
Structure	2,25	0,640	56
Age	3,82	1,130	56
Education	2,64	0,773	56
Time Work	3,23	0,786	56
Organizational Culture	32,41	3,201	56
HRD Quality	32,45	3,623	56
Engagement	20,00	1,991	56
Customer Satisfaction	40,18	5,244	56

The results show that the average organizational culture variable is 32.41 with a standard deviation of 3.21. Then for the variable quality of human resources the average value reached 32.45 with a standard deviation of 3.623. The average value of Engagement reaches 20.00 with a standard deviation of 1.991, the average value of the Customer Satisfaction variable is 40.18 and a standard deviation is 5.244.

### Correlation Between Variables

Before the linear regression test is carried out, the correlation between the dependent and dependent variables will be determined first. In detail can be seen in the following table,

		Correlation of Variable			
		Customer Satisfaction	Organizational Cultural	HRD Quality	W
Pearson Correlation	Customer Satisfaction	1.000	.922	.918	
	Organizational Cultural	.922	1.000	.934	
	HRD Quality	.918	.934	1.000	
	Work Area	.023	-.019	-.013	
	Structure	-.052	-.078	-.120	
	Age	.177	.076	.095	
	Education	-.047	.016	.077	
	Time Work	.074	.012	.020	
	Engagement	.409	.459	.494	
Sig. (1-Tailed)	Customer Satisfaction	.	.000	.000	
	Organizational Cultural	.000	.	.000	
	HRD Quality	.000	.000	.	
	Work Area	.432	.444	.462	
	Structure	.353	.285	.190	
	Age	.096	.289	.242	
	Education	.366	.453	.285	
	Time Work	.295	.465	.441	
	Engagement	.001	.000	.000	

The results above indicate that the correlation between the variable organizational culture and customer satisfaction is 0.000, and the correlation between the variable quality of human resources and customer satisfaction is 0.000, and the relationship between the variable of engagement with customer satisfaction is 0.001. This shows that  $H_0 < 0.005$ ,

meaning that from the front of the independent variables only three variables related to customer satisfaction

### The Power of Variable Determinants

The next step is to measure the determinant strength of the variable, the results show that the size is large the influence of the independent variables on the dependent variable, in detail can be seen in the following table,

Determinant Coefecient				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950	.903	.886	1.771

Based on the table, it is known that variables have a correlation with variables

customer satisfaction results in an R value of 0.950. The coefficient of determination (R<sup>2</sup>) in model 1 is 0.903, which means that the influence of the existing variables on customer satisfaction is 90.03%.

### Annova test

This test is conducted to see the effect of the independent variable on the dependent variable simultaneously

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1364.781	8	170.598	54.384	.000 <sup>b</sup>
	Residual	147.433	47	3.137		
	Total	1512.214	55			

Based on the table, the results show that there is a significant (significant) effect of independent variables which includes Organizational Culture (X1) and Human Resources (X2) and attachment (X3) simultaneously on Customer Satisfaction (Y). Based on the output in the second mode, it can be seen that F count = 53, 384 with a significance level of 0.000 < 0.005, then the regress can be used to predict customer satisfaction.

### Correlation coefficient

To measure the level of influence can be seen in the following table,

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.434	4.078		1.578	.121
	Cultural Organization	.784	.213	.478	3.681	.001
	HRD	.763	.194	.527	3.938	.000
	Work Area	.869	.732	.055	1.188	.241
	Structure	-.015	.406	-.002	-.036	.972
	Age	.482	.235	.104	2.055	.046
	Education	-.567	.342	-.084	-1.658	.104
	Time	.256	.335	.038	.764	.449
	Engagement	.315	.156	.120	2.016	.050

Based on the table above, it is known that column B in the constant is (a) = 6.434. Organizational Culture (b1) = 0.478 and Human Resources (b2) = 0.527, engagement (b3) =

0.120. These results indicate that the constant is 6.434, the regression coefficient (X1) is 0.478 and the regression coefficient (X2) is 0.527, the regression coefficient (X3) is 0.120. It can be concluded that with a t value of 3.681 and a significance level of  $0.001 < 0.05$  there is a significant effect and with a t value of 3.938 with a significance level of  $0.00 < 0.05$ , with a t value of 2.016 with a significance level of  $0.05 < 0.05$  means that simultaneously there is a significant influence between the variables of organizational culture, human resources and attachment to customer satisfaction. Based on these three variables, the human resource variable is the variable that most influences customer satisfaction

The regression equation is as follows:

$$Y' = a + b_1X_1 + b_2X_2$$

$$Y' = 6,434 + (0,784) X_1 + (0,763) X_2 + (0,315) X_3$$

Information:

$Y'$  = Customer Satisfaction

a = constant

$b_1, b_2$  = regression coefficient

$X_1$  = Organizational Culture

$X_2$  = Human Resources

$X_3$  = Engagement

## DISCUSSION

### Modeling in Strengthening Customer Satisfaction

The research results prove that organizational culture has an effect on customer satisfaction. This is in line with Metz's (2020) research that organizational culture which includes 4 aspects has an effect on customer satisfaction.

The results of interviews with informants show that the organizational culture that is applied to the location is very good. It can be seen clearly from the interactions that are built up during the transactions of the informants in the office. The most visible aspect is the aspect of intimacy between employees that is built into it, and this is also applied to customers.

The intimacy that is built between employees makes work relations between employees better and covers each other's weaknesses when in front of customers. Familiarity is one form of non-material support that strengthens organizational culture in a Kraimer agency in Delviyandri (2010).

The intimacy that is formed arises because of the intensive office habit of communicating informally, not infrequently, in order to increase employee intimacy, some staff hold informal meetings that involve families, so that families get to know each other. This is what strengthens the intimacy between employees.

In addition, familiarity with customers is also a concern, customer jargon is friends is a good strategy in increasing customer satisfaction during transactions so that customer loyalty is built. According to Rinella (2008) familiarity with customers can result in a positive competitive advantage for the company

The results also show that the quality of human resources also affects customer satisfaction. This is in line with this research in line with Mathis & Jackson's research in Apriyanto (2018) that the quality of human resources increases the friendliness, speed and responsiveness factors in serving consumers.

The quality of human resources is a factor that strengthens the quality of service, thus leading to patient satisfaction. According to Wibowo (2016) HR skills lead to the ability of employees to carry out activities. Someone who has good skills in his company can make it easier for the organization to achieve its goals, so that HR with good quality human resources can increase customer satisfaction, because customer satisfaction is the goal of the organization.

The results of in-depth interviews with customers show that the most striking quality that informants really like is the ability of employees to communicate. The communication built by employees looks very natural and is not artificial, it turns out that it comes from habits that become organizational culture. The intimacy that is built makes the communication that is built better.

Good communication appears not to be due to training factors, but to habitual factors that become organizational culture. The familiar culture in it triggers better communication, plus the culture of the surrounding community who really likes to tell one another.

Based on the results of quantitative analysis and in-depth interviews with customers, a model can be determined that strengthens customer satisfaction at KPPN Sibolga and can be seen in the image below,

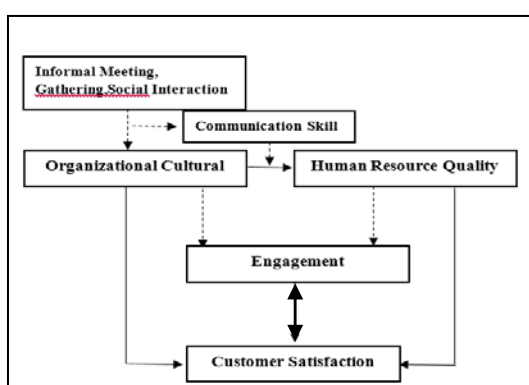


Figure 1. Modelling of Customer Satisfaction

Based on the modeling that is formed it can be understood that customer satisfaction will emerge when customers feel bound, and customer satisfaction also makes customers want to make transactions at the institution. Organizational culture and quality of human resources are the dominant factors affecting customer satisfaction, so it is necessary to develop a good organizational culture and improve the quality of appropriate human resources.

Aspects of organizational culture can be developed by intensively conducting informal meetings between employees, increasing social relations between employees and nuclear families. This culture can increase intimacy and can improve communication skills between employees. This communication will be formed empirically and become habituation so that employee communication is also getting better. This is what employees show to customers naturally.

The combination of the above variables can increase customer satisfaction in an integrative and sustainable manner. Therefore it is necessary to have activities that are truly natural and not rigid even though there are standard operating procedures.

## CONCLUSSION

Organizational culture, HR quality and engagement are all factors that affect customer satisfaction. The modeling that is formed shows that the intimacy that is built between employees produces natural communication patterns and is applied to customers. This integration is what creates engagement and results in customer satisfaction. The head of the KPPN office should maintain the intensity of informal meetings and write down the procedures into measurable standards, so that they can be applied in the future.

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