

# THE EFFECT OF ORGANISATIONAL CULTURE, POSITION PROMOTION AND SERVICE QUALITY ON EMPLOYEE PERFORMANCE OF THE POPULATION AND CIVIL REGISTRATION OFFICE OF KERINCI REGENCY

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ARTICLE INFO	ABSTRACT
<p><b>Keywords:</b> Organizational culture, position promotion, service quality</p>	<p>This research aims to determine the influence of Organizational Culture, Position Promotion and Service Quality on the Performance of Population and Civil Registration Service Employees in Kerinci Regency. This research uses qualitative and quantitative research methods, where the sampling technique uses a total sampling technique, with a total sample of 31 employees of the Kerinci Regency Population and Civil Registration Service. The analysis technique is multiple regression analysis. The results of this research are both partial and simultaneous Organizational Culture, Position Promotion and Service Quality on Employee Performance of the Kerinci Regency Population and Civil Registration Service. The purpose of this study was to determine whether there is an influence.</p>
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## 1. INTRODUCTION

High quality service is one of the things that can increase customer satisfaction. In order to support the role of government in providing good services, efforts to improve the quality of services are carried out consistently by paying attention to the needs and expectations of the community, so that government services to the community can always be provided quickly, precisely, cheaply, openly, simply and easily implemented and not discriminatory. Therefore, efforts to improve the quality of service to the community are activities that are carried out continuously and continuously by all levels of state apparatus at all levels.

The quality of public services always prioritises the interests of the community as customers. This can be seen from the many complaints filed against government officials who provide services to the community. One of the complaints that is often heard from people who deal with government officials is that in addition to being convoluted due to rigid bureaucracy, the behaviour of unscrupulous officials is sometimes less friendly. Apart from this, currently government agencies are starting to organise and compete to provide the best service for the community. One of them is the Population and Civil Registration Office of Kerinci Regency.

Based on Kerinci Regent Decree No. 46/2016, the Population and Civil Registration Office of Kerinci Regency has the task of assisting the Regent of Kerinci in the implementation of Regional Government in the field of Population and Civil Registration. Based on the results of interviews and observations, it is known that the level of public complaints has increased every year. Only in 2019 did the number of complaints decrease, but not significantly. This shows that there are problems in the service to the community provided by employees at the Population and Civil Registration Office of Kerinci Regency.

The results of the preliminary study showed that out of 30 people who used services in making population documents, more than 50% answered that they were not satisfied with the 3 indications given. A total of 17 people answered disagree on the statement "socialisation of service SOPs", 19 people for the statement "service period", and 20 people for the statement "there are insiders who help". Based on these results, we can know that with the low level of socialisation of service SOPs, people do not know the procedures or stages that must be passed in making population documents. In addition, the length of time in service also makes people feel dissatisfied, so many of the people use other methods that are considered easier, such as asking for help from family members or relatives who work at the Population and Civil Registration Office of Kerinci Regency or to people who become brokers.

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Population documents are important documents that residents must have, because of legal considerations and for various purposes. If you do not have a legal identity document such as a birth certificate, then your existence is not guaranteed by the State in the form of child education, social security, health, and others. Because the existence of these documents is very important, population documents and civil registration need to be considered, especially with regard to employee performance in providing optimal services.

Along with technological advances and public demands in terms of services, public management units are required to meet public expectations in service improvement. The paradigm of public policy in the era of regional autonomy, which is oriented towards customer satisfaction, provides direction for changes in the mindset of local government officials, in responding to changes and / or paradigm shifts in local government administration that are more service-oriented. The government must provide broad opportunities for citizens and communities to access public services, based on the principles of equality, transparency, accountability, justice and legal certainty. One of the agency's efforts in maintaining quality in service is by paying attention to employee promotions.

According to Liestyodono and Purwaningdyah [1] Job promotion is knowledge, skills, and abilities mastered by someone who has become part of him, so that he can perform cognitive, affective, and psychomotor behaviours as well as possible. Sudarmanto (2019) said that job promotion as an attribute of HR quality has a significant effect on individual performance. Employee promotions can be achieved by providing training to employees in accordance with their job needs and organisational goals. The Population and Civil Registration Office of Kerinci Regency has employees with promotions that do not support each other between their education, work experience, and training. For example, a position as a financial manager whose promotion requires a D3 Management/Accounting education, but is held by someone from another department. There are also several functional positions such as document issuing, recording, and archivist (archive manager) held by employees who do not match their promotions.

Based on this phenomenon, the researchers conducted research with the aim of knowing the effect of organisational culture, job promotion and service quality on the performance of employees of the Population and Civil Registration Office of Kerinci Regency. There is previous research conducted by Ayunda et al., (2020) with the title "the influence of organisational culture on the quality of E-KTP Making services at the Population and Civil Registration Office of Sukabumi Regency. The difference between previous research and this study is that this study adds one independent variable, namely in the form of position promotion variables, and the object of research is also different.

#### **Literature Review**

##### **Employee Performance**

Employee performance according to Mangkunegara [2] is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. There are several indicators to measure performance, namely the accuracy of task completion, the suitability of working hours, the number of employee absences and cooperation between employees [3].

##### **Organisational Culture**

Dunggio [4], stated that organisational culture is the principal of solving external and internal problems whose implementation is carried out consistently by a group which is then passed on to new members as the right way to understand, think and feel about related problems as above. The purpose of organisational culture is to determine the role that distinguishes one company from another, determine common goals that are greater than just individual interests, maintain the social stability of the company and increase identity for company members. [5]. There are seven characteristics of organisational culture: innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness and stability.

##### **Position Promotion**

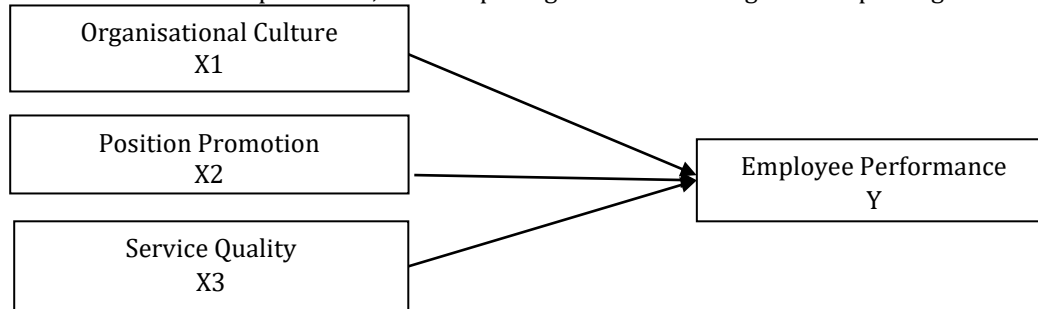
According to Mangkunegara [6], A promotion is a positive development of a worker or employee because his or her duties are considered good by the competent authority. Therefore, the provision of higher responsibility and authority should be given to those who excel. There are 4 types of promotions, namely Temporary promotion, permanent promotion, small scale promotion, dry promotion. [7]. According to Hasibuan [8] There are several dimensions and indicators of job promotion, including job placement according to background, promotion procedures pay attention to education, tenure is a consideration for promotion, agencies determine job promotions by taking into account experience.

### Service Quality

According to Hasibuan [9] Service quality is the totality of the characteristics of goods and services that demonstrate their ability to satisfy customer needs, both obvious and hidden. For companies engaged in the service sector, providing quality service to customers is an absolute thing that must be done if the company wants to achieve success.. Nalendra [10] explains that there are 7 dimensions of service quality in measuring service quality against public satisfaction, namely accessibility, appointment, waiting time, admission process, physical environment, information for the community and cost.

### Conceptual framework

Berdasarkan deskripsi di atas, maka dapat digambarkan kerangka konsep sebagai berikut:



**Gambar 1.** Kerangka Konsep

### Research Hypothesis

Based on the problem formulation and conceptual framework above, the hypothesis in this study can be formulated as follows:

1. Organisational Culture has no significant effect on the quality of community service at the Population and Civil Registration Office of Kerinci Regency.
2. Organisational Culture has a significant effect on the quality of community service at the Population and Civil Registration Office of Kerinci Regency.
3. Job promotion does not have a significant effect on the quality of community service at the Population and Civil Registration Office of Kerinci Regency.
4. Job promotion has a significant effect on the quality of community service at the Population and Civil Registration Office of Kerinci Regency.
5. Organisational culture and job promotion have no significant effect on the quality of community service at the Population and Civil Registration Office of Kerinci Regency.
6. Organisational Culture and Job promotion have a significant effect on the quality of community service at the Population and Civil Registration Office of Kerinci Regency.

## 2. METHOD

This research is a quantitative study to find out the influence between variables. The object of this research is employees at the Population and Civil Registration Office of Kerinci Regency. While this research was conducted from July - September 2023. The sampling technique used in this study is a total sampling technique where the number of samples is the same as the population. The reason for taking total sampling is because the population is less than 100, the entire population is used as a research sample. The sample used in this research was 31 people who were employees at the Population and Civil Registration Office of Kerinci Regency.

### Types of Research Data

There are 2 data sources used in this research, namely secondary data sources and primary data sources. Primary data is data directly obtained from research samples. Data from research samples, namely data on organisational culture and service quality. While secondary data is data obtained from the Population and Civil Registration Office of Kerinci Regency. Data collection was carried out using questionnaire and interview techniques. The instruments used in this research are questionnaire sheets, leadership and work motivation questionnaires and several other instruments that can provide information on the Population and Civil Registration Office of Kerinci Regency. Before the instrument is used to obtain research data/information, the instrument is first assessed. The assessment of this instrument aims to ensure that the instrument can provide valid data or information on service quality.

Before the research instrument is used to collect research data, first the instrument is tested for validity and reliability of the instrument.

### Data Analysis Techniques

Data obtained from various instruments were analysed qualitatively and quantitatively. Data analysis is used to see if there is a relationship between organisational culture and service quality. The analysis used in this research is inferential statistical analysis. The analysis carried out is validity analysis, instrument reliability, descriptive analysis, prerequisite test analysis, namely normality test, multicollinearity and homogeneity test, then hypothesis testing is carried out multiple linear regression test.

### Hypothesis Test

Hypothesis testing is carried out partially (t test) and simultaneously (F test). The calculation of these tests will be carried out with the help of the IBM SPSS (Statistical Package for the Social Sciences) for Windows version 24.0 programme.

## 3. RESULT AND DISCUSSION

### Respondent Characteristics

Based on data obtained from the Population and Civil Registration Office of Kerinci Regency, the following are the characteristics of the respondents used in this study:

**Table 1.** Characteristics of Respondents

Characteristics	Category	Total (n)	Persentase (%)
Gender	Male	17	56,7
	Female	14	43,3
Education level	15-20 Years	2	6,5
	21-30 Years	15	48,4
	31-50 Years	10	32,2
	>50 Years	4	12,9

Source: Data processed, 2023

Table 1 shows that the number of employees of the Population and Civil Registration Office of Kerinci Regency is mostly male, namely 17 people or 56.7%. While the number of employees who are female is 14 people or 43.3%. Meanwhile, when viewed based on age, it is known that most of them are 21-30 years old, namely 15 respondents (48.4%).

### Multiple Linear Regression

The following table shows the results of multiple linear regression in this study:

**Table 2.** Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	21.346	9.151		2.333	.027
Organisational Culture	.359	.232	.299	3.577	.010
Position Promotion	.141	.234	.116	5.746	.000
Service Quality	.140	.233	.115	5.745	.000

Source: Data processed, 2023

Based on table 2, the regression equation can be described as follows:

$$Y = 21,346 + 0,359X_1 + 0,141X_2 + 0,140X_3$$

With the explanation of the above equation is:

1. The constant value obtained in this study is 21.346. This states that, if the organisational culture (X1) job promotion (X2) and service quality (X3) are equal to zero (o), then the total employee performance value (Y) is 21.346.
2. The coefficient value of the organisational culture variable (X1) is 0.359, this states that every 1 percent increase in organisational culture will increase service quality by 0.359.
3. The coefficient value of the position promotion variable (X2) is 0.141, this states that every 1 percent increase in job promotion will increase service quality by 0.141.
4. The coefficient value of the service quality variable (X3) is 0.140, this states that every 1 percent increase in service quality will increase service quality by 0.140.

### Coefficient of Determination

The results of the Adjusted R-Square calculation can be seen in the output in the Adjusted R-Square column, it can be seen how many percentages can be explained by the independent variables on the

dependent variable. While the rest is influenced by other variables that are not included in the research model. The table is presented below:

**Table 3.** Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.824 <sup>a</sup>	.662	.658	2.08965

Source: Data processed, 2023

Table 3 shows that the coefficient of determination Adjusted R-Square is known to influence the independent variable on the dependent variable, namely R square is 0.662 or 66.2%. This means that the influence of the independent variables (organisational culture, promotion, service quality) on the dependent variable (performance) of employees at the Population and Civil Registration Office of Kerinci Regency is 66.2%, while the remaining 33.8% is explained by other variables outside this study.

#### T-Test

The t test is a test used to test the average similarity of the independent variables used in the assessment. The t test is analysed by comparing the calculated t value with the t table if  $t_{count} > t_{table}$  with a significant level for a two-way test of 5% (0.05), and the number of respondents is 31 people, then the t table is obtained  $df = n - k$  ( $31 - 3 = 28$ ), so that the t table = 2.04841:

**Table 4.** Summary of t-test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.346	9.151		2.333	.027
Organisational Culture	.359	.232	.299	3.577	.010
Position Promotion	.141	.234	.116	5.746	.000
Service Quality	.140	.233	.115	5.745	.000

Source: Data processed, 2023

Based on the calculation of table 4, it can be explained that:

1. Organisational culture has a significant effect on employee performance, this is evidenced by the results of the calculation of  $t_{count} > t_{table}$  ( $3.577 > 2.04841$ ) and a significance value of  $0.010 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between organisational culture on employee performance at the Population and Civil Registration Office of Kerinci Regency.
2. Job promotion has a significant effect on employee performance, this is evidenced by the results of the calculation of  $t_{count} > t_{table}$  ( $5.746 > 2.04841$ ) and a significance value of  $0.000 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between job promotion on the quality of employee services at the Population and Civil Registration Office of Kerinci Regency.
3. Service quality has a significant effect on performance, this is evidenced by the results of the calculation of  $t_{count} > t_{table}$  ( $5.746 > 2.04841$ ) and a significance value of  $0.000 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between service quality on employee performance at the Population and Civil Registration Office of Kerinci Regency.

#### F-Test

Based on the results of the calculation, the following table shows the effect of leadership style and organisational culture on employee job satisfaction at the Population and Civil Registration Office of Kerinci Regency simultaneously.

**Table 5.** Summary Results of F-Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	56.660	2	28.330	5.114	.007 <sup>b</sup>
Residual	375.211	28	13.400		
Total	431.871	30			

Source: Data processed, 2023

Table 5 explains that at a significance level of 0.05 for a two-way test and degrees of freedom  $df_1 = n - k$  or  $31 - 3 = 28$ ,  $df_2 = n - 1$  or  $3 - 1 = 2$ , the F-table is 3.34. Based on the results of the above calculations, the  $F_{count} > F_{table}$  ( $5.114 > 3.34$ ) and the significance level of  $0.007 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted, meaning that simultaneously organisational culture, job promotion and service quality have a significant effect on employee performance at the Population and Civil Registration Office of Kerinci Regency.

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### **The influence of organisational culture on employee performance at the Population and Civil Registration Office of Kerinci Regency.**

The results showed that organisational culture has a significant effect on the performance of employees of the Population and Civil Registration Office of Kerinci Regency. This means that the better the level of organisational culture, the higher the performance of employees of the Population and Civil Registration Office of Kerinci Regency. Organisational/group culture is a system that penetrates the values, beliefs and norms that exist in every organisation. Organisational/group culture can encourage/increase effectiveness depending on the nature of norms and beliefs. Based on this statement, it can be concluded that performance can be measured by how good the organisational/group culture is owned by employees. Organisational/group culture is a system and penetrates the norms and beliefs that exist in every employee. Organisational culture is a foundation that contains norms, values, employee work methods and habits and boils down to the quality of employee performance services in an organisation or agency.

The results of this study are in line with the results of research conducted by Ayunda et al, [11] which based on the results of the analysis shows that organisational culture has a strong influence on the performance of making E-KTP at the Population and Civil Registration Office of Sukabumi Regency. Research by Ishak et al [12] also states that organisational culture has a significant effect on public performance at the Gorontalo Regency Samsat Office..

### **The effect of job promotion on employee performance at the Population and Civil Registration Office of Kerinci Regency**

The results showed that job promotion has a significant effect on employee performance at the Population and Civil Registration Office of Kerinci Regency. This means that the higher the promotion of positions carried out by the Population and Civil Registration Office of Kerinci Regency, the performance provided by employees to the community will also increase, and vice versa if the promotion of positions is not carried out, the performance of employees will also decrease. Everyone wants and expects a promotion because promotion is seen as proof of the results of their work so far for the company or superiors to occupy a higher position than the previous position. According to Rivai [13], A promotion occurs when an employee is moved from one job to another that is higher in pay, responsibility, and/or level.

These results are consistent with research conducted by Nurjannah & Syamsir, [14] where the results of the study state that job promotion has a positive and significant effect on employee performance at the Dukcapil Office of Lima Puluh Kota Regency. Research conducted by Anggraeni & Muhsin [15] also states that job promotions have a significant effect on performance.

### **The Effect of Service Quality on Employee Performance at the Population and Civil Registration Office of Kerinci Regency**

The results showed that service quality has a significant effect on employee performance at the Population and Civil Registration Office of Kerinci Regency. This means that the higher the quality of service carried out by the Population and Civil Registration Office of Kerinci Regency, the performance provided by employees to the community will also increase, and vice versa if the quality of service is not done, the performance of employees will also decrease. Everyone wants and expects the quality of service to be good.

### **The influence of organisational culture, job promotion and service quality on employee performance at the Population and Civil Registration Office of Kerinci Regency.**

Based on the results of the F test, it shows that the value of  $F_{hitung} > F_{tabel}$  ( $5.114 > 3.34$ ) and the significance level is  $0.007 < 0.05$ . Thus organisational culture, job promotion and service quality have a significant effect on employee performance at the Population and Civil Registration Office of Kerinci Regency. In the coefficient of determination test, the  $R^2$  value is 0.662. This value indicates that the three independent variables affect the dependent variable by 66.2% while the remaining 33.8% is explained by other factors other than the factors proposed in this study. The results of this study are in line with research conducted by Nalendra, [10] which states that there is an influence of position promotion, organisational culture and service quality on employee performance.

## **4. CONCLUSION**

Based on the description of the results and discussion, it can be concluded that organisational culture has a significant effect on employee performance, this is evidenced by the results of the

calculation of  $t\text{-count} > t\text{-table}$  ( $3.577 > 2.04841$ ) and a significance value of  $0.010 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between organisational culture on performance at the Population and Civil Registration Office of Kerinci Regency. Job promotion has a significant effect on performance, this is evidenced by the results of the calculation of  $t\text{-count} > t\text{-table}$  ( $5.746 > 2.04841$ ) and a significance value of  $0.000 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between job promotion on performance at the Population and Civil Registration Office of Kerinci Regency. In addition, it is also known that service quality has a significant effect on performance, this is evidenced by the results of the calculation of  $t\text{-count} > t\text{-table}$  ( $5.746 > 2.04841$ ) and a significance value of  $0.000 < 0.05$ . Thus,  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between service quality on performance at the Population and Civil Registration Office of Kerinci Regency. Simultaneously organisational culture, promotion and service quality have a significant effect on performance at the Population and Civil Registration Office of Kerinci Regency, this is evidenced by  $F\text{-count} > F\text{-table}$  ( $5.114 > 3.34$ ) and a significance level of  $0.007 < 0.05$ . The magnitude of the influence between organisational culture, job promotion, service quality on performance in the Population and Civil Registry Office of Kerinci Regency is 66.2%. While the remaining 33.8% is influenced by other factors not examined in this study.

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