

The Influence of Work Culture and Communication on Public Reporting Quality via Qlue in Tanjung Duren

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ABSTRACT: This study examines the influence of work culture and communication among public officials on the quality of public reporting services at the Head of the Subdistrict Office in Tanjung Duren, West Jakarta, with a specific focus on the implementation of the Qlue application. Using a descriptive quantitative research method, the study investigates two independent variables—work culture and communication—and their effects on the dependent variable, namely the quality of public reporting services. Data collection was carried out through a census technique involving 150 respondents. The findings show that work culture significantly influences the quality of public services, contributing 53.9% to the variance. Communication also has a significant effect, accounting for 54.5%. When both variables are combined, they explain 57.1% of the variance in the quality of public reporting services. These results indicate that improving both internal culture and communication practices among public officials can substantially enhance the effectiveness of digital public service platforms such as Qlue. The study emphasizes the importance of good leadership, effective policy implementation, and active community participation in optimizing service delivery. It is recommended that the Head of the Subdistrict Office take strategic steps to strengthen the work culture by improving officials' attitudes, perspectives, and behaviors to maximize the potential of digital tools in public administration.

Keywords: Work Culture, Communication, Service Reporting Quality, Qlue Application



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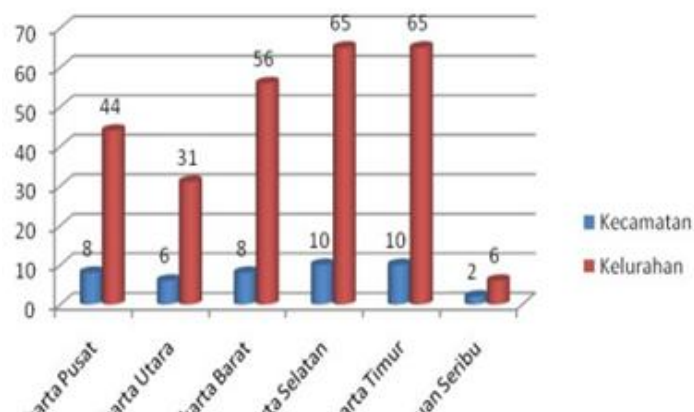
INTRODUCTION

The mandate of the Preamble to the 1945 Constitution of the Republic of Indonesia states that one of its goals is to achieve social justice for all Indonesian people (Triyadi et al., 2022; Komariah, 2021). The Constitution mandates the realization of social justice for all citizens, a principle further reinforced by President Joko Widodo's Nawacita agenda, which emphasizes transparent, effective, and democratic governance. In Jakarta, Indonesia's political and economic center, rapid urbanization and diverse demographics present complex governance challenges, including issues

related to public order, infrastructure, and citizen engagement. The DKI Jakarta Provincial Government has implemented various public service mechanisms, including digital platforms like Qlue, to enhance community participation and responsiveness to public complaints (Rahman et al., 2023; Shi et al., 2023). However, the effectiveness of such initiatives is influenced not only by technological adoption but also by public officials' work culture and communication strategies. (Hastangka & Budiman, 2020) (Hastangka, 2021) This study examines how these factors shape the quality of public complaint services, bridging the gap in existing literature by highlighting the interplay between organizational behavior, communication effectiveness, and service performance in digital governance (Stojkov et al., 2024; Tian et al., 2024).

Administratively, each city and regency is divided into several districts (kecamatan). Each district is further divided into several subdistricts (kelurahan). The distribution of districts and subdistricts in the Special Capital Region of Jakarta (DKI Jakarta) is as follows:

Table 1. Distribution of Districts and Subdistricts in DKI Jakarta



Based on such territorial conditions and a population of 10,187,595 in 2011, the Special Capital Region of Jakarta (DKI Jakarta) appears to be a highly dynamic area. Meanwhile, the rapid population growth in DKI Jakarta is closely linked to its status as the center of government and economy, which attracts people from outside Jakarta to settle and seek livelihoods. The incoming population is diverse in culture, ethnicity, and educational background. This diversity makes Jakarta a culturally rich city and a vibrant hub for cultural encounters. If not managed appropriately, this diversity can undoubtedly lead to various urban issues, such as street vendors disrupting public order, littering, illegal parking activities, damaged roads, and poor drainage. To address these urban challenges, the DKI Jakarta Provincial Government requires various approaches to improve the performance of its agencies and enhance community participation in environmental maintenance. DKI Jakarta Regulation Number 3 of 2015 on the Follow-Up to the Evaluation of Public Opinion Responses states that to realize the vision of "A New Jakarta, a well-organized modern city, a decent and humane place to live, with a cultured society and a government oriented towards public service," public complaints received through the DKI Jakarta Provincial Government's Public Opinion Response system, originating from online news, LAPOR 1708, Facebook, email, media clippings, SMS Center, community halls, Twitter, demonstrations, and Call Center 164, need to be followed up on (Chua et al., 2023).

METHOD

The unit of analysis in this study is all work units within the North Tanjung Duren Subdistrict Office, Grogol Petamburan District, located in the administrative area of West Jakarta City. The research population consists of 150 individuals, comprising 53 employees responsible for public reporting services using the Qlue Application and 97 neighborhood (RT) and community (RW) officials in North Tanjung Duren Subdistrict who utilize the Qlue Application within a one-month service period.(Feliren et al., 2021).

Given the manageable size of the population, the entire group was used as the research sample. Therefore, this study employed a saturated sampling (census) method. As Sugiyono suggested, "Saturated sampling is a sampling technique where all members of the population are used as the sample." Thus, by this principle, the respondents in this study totaled 150 individuals, as outlined in Regulation Number 18 of 2016 Concerning Regional Apparatus in Mukomuko Regency, Bengkulu Province.

- a. The number of civil servants (PNS) in the North Tanjung Duren Subdistrict Office.
- b. The number of Regional Apparatus Organizations (OPD) and structural position data in the North Tanjung Duren Subdistrict Office Government.
- c. Data on the number of structural positions available.

Secondary data were collected from various books and documents, while primary data were obtained from respondents who served as the research sample. Data collection techniques included a literature review, observation, and research questionnaires. (Syahputri et al., 2023) (Firmansyah et al., 2021)

RESULT AND DISCUSSION

The Influence of Work Culture on the Quality of Public Reporting Services

The fundamental element of work culture is a series of processes, where each activity is interconnected with other methods, and the output of one task serves as the input for another. An organization executes work through interconnected processes that extend beyond bureaucratic boundaries. The strength of this integrated chain depends on the weakest link within the individual processes link in the separate processes (Zulkifli, 2017).

In the dimension of work perspective, indicators influencing the quality of public reporting services utilizing the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District, include work perception, work expectations, work enthusiasm, and work motivation. In the dimension of work attitude, factors impacting the quality of public reporting services with the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District, consist of attitudes towards accepting tasks, executing tasks, conveying information to the public, and serving the public(Gebler et al., 2024; Lindsey-Hall et al., 2023). In the dimension of work behavior,

elements affecting the quality of public reporting services using the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District, encompass work productivity, effectiveness, efficiency, and accountability in fulfilling the duties and functions of the North Tanjung Duren Subdistrict Office, Grogol Petamburan District.

These research findings are supported by Triguno's (1999: 9) assertion that work culture consists of a chain of processes, where each activity is interconnected, meaning the output of one task serves as the input for another. An organization's work is accomplished through interconnected processes extending beyond bureaucratic boundaries. The strength of this integrated chain relies on the weakest link within the individual processes. Errors in one process can impact the quality of the final product, highlighting the importance of quality assurance in ensuring that each link operates correctly from the start of every work stage.

Enhancing the quality of public reporting services through the Qlue Application can be achieved by improving the work culture in the North Tanjung Duren Subdistrict. This is supported by hypothesis testing results indicating that $t\text{-count} > t\text{-table}$ ($2.034 > 1.960$). The influence is strong ($R = .734$) and significant ($p = .044$). Given the strength and significance of this influence, the quality of public reporting services using the Qlue Application, managed by the North Tanjung Duren Subdistrict Office in Grogol Petamburan District, can be further improved by reinforcing the work culture (Lambert et al., 2025; Pan & Alizadeh, 2025).

The influence of work culture on the quality of public reporting services using the Qlue Application is notably substantial, currently measured at 53.9%. This indicates that efforts to enhance the quality of such services in North Tanjung Duren Subdistrict, Grogol Petamburan District, should prioritize improvements in the components of the work culture variable—specifically, the dimensions of work perspective, work attitude, and work behavior (Lan & Feng, 2025).

According to Kabhe (2022) and Kurnia and Gunawan (2023a), the work perspective dimension comprises four key elements: (1) *work perception*, which emphasizes the need for public officials to adopt a more service-oriented and responsive approach to incoming reports; (2) *work expectations*, which can be elevated by providing incentives to officials who demonstrate strong commitment to their duties; (3) *work enthusiasm*, which may be stimulated through bonuses and encouragement for prompt responsiveness; and (4) *work motivation*, which can be enhanced by equipping staff with adequate resources to manage public reporting services effectively via the Qlue Application (Røe et al., 2024; Sullivan et al., 2024).

As described by Siregar (2020), the work attitude dimension includes: (a) *attitude in accepting tasks*, which can be improved through guidance in courteous and polite service delivery; (b) *attitude in executing tasks*, which involves adhering to high service standards to create a professional and trustworthy image; (c) *attitude in conveying information to the public*, which should reflect the use of proper language and observance of politeness norms; and (d) *attitude in serving the public*, which entails demonstrating positive body language and consistently addressing and resolving public complaints.

Lastly, the work behavior dimension, as outlined by Razak et al. (2022), encompasses: (a) *work productivity*, which can be promoted through a structured reward and punishment system that encourages responsibility; (b) *work effectiveness*, observable in how staff deliver public reporting services via the Qlue Application; (c) *work efficiency*, measurable by the timeliness in resolving reports submitted through the platform; and (d) *work accountability*, which can be strengthened through increased supervision to ensure high-quality and transparent handling of public reports (Bleibtreu & Stefani, 2024).

The results of this study on the influence of work culture on service quality align with the findings of (Zulkifli, 2017), which indicated that work culture (including innovation and risk-taking, attention to detail, results orientation, people orientation, team orientation, aggressiveness, and stability) significantly impacts public service. Similarly, research conducted by Frinaldi (2014) Kurnia & Gunawan (2023) found that, in general, the work culture of civil servants in the Population and Civil Registration Office of Payakumbuh City is already high, although the two indicators remain moderate. Efforts to improve work culture in these two indicators can be made through training programs based on local wisdom. Additionally, the involvement of experts in work culture development by the Payakumbuh City government is necessary to build and foster a positive work culture rooted in local wisdom (Jo, 2025; Kareem et al., 2025; Lima et al., 2025).

The Influence of Communication on the Quality of Public Reporting Services

Communication is a process of sharing or jointly using information among participants in the information process (Setiawan et al., 2021) (Cornelissen, 2020). Based on the research findings, communication influences the quality of public reporting services using the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District. Therefore, improving communication within North Tanjung Duren Subdistrict can enhance the quality of public reporting services using the Qlue Application delivered in the area.

Improving the quality of public reporting services using the Qlue Application can be achieved by referring to the theoretical approach proposed by (Siebers, 2020), (Saputra & Adnyani, 2018) who identified three dimensions of communication:

- a. Structural Aspect. For an organization to function effectively, managers must clearly understand its structure. An organizational chart shows the organization's arrangement of positions, job tasks, and lines of authority.
- b. Procedural Aspect. Communication procedures are relevant to an organization's survival because management must be able to receive, convey, and execute communication effectively.
- c. Cultural Aspect. Organizational culture refers to how people perceive and think about behavior within and from the organization, a perspective for understanding what truly happens. It encompasses values, beliefs, assumptions, perceptions, norms, uniqueness, and behavioral patterns.

From this perspective, there is a relationship between communication and the quality of public reporting services utilizing the Qlue Application in the North Tanjung Duren Subdistrict of Grogol Petamburan District. This indicates that the staff have developed effective communication

practices while performing their duties, such as following up on public reports submitted through the Qlue Application. Therefore, communication is crucial in measuring the effectiveness of delivering quality public services through the Qlue Application, considering the structural, procedural, and cultural aspects.

The Combined Influence of Work Culture and Communication on the Quality of Public Services

Based on the statistical measurement of the regression equation, it is known that the variables of work culture and communication have a positive and significant influence on the quality of public reporting services using the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District. Therefore, based on the multiple regression equation measurements, it turns out that the contribution of communication's influence on the quality of public reporting services using the Qlue Application is more significant than the contribution of work culture's influence on the same, with values ($X2 \rightarrow Y = 0.591 > X1 \rightarrow Y = 0.546$).

These research results are logical and acceptable because communication, through its structural, procedural, and cultural dimensions, reflects the characteristics of the process of sharing information among participants in the public reporting service process using the Qlue Application at the North Tanjung Duren Subdistrict Office, Grogol Petamburan District, in delivering services to the public. On the other hand, work culture is a chain of processes where each activity is interconnected, and the output of one task serves as the input for another. Thus, it is clear that both work culture and communication have a positive and significant influence on the quality of public reporting services using the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District, West Jakarta Administrative City.

This statement is reinforced by the perspective presented by Zeithaml et al. (1990:42): "Two dimensions of service quality assessment. First is the assessment of service quality from the consumer or public perspective. Second is assessing service quality from the employees' ability to deliver." Referring to the theoretical context above, work culture and communication significantly influence the quality of public reporting services using the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District.

The findings of this study highlight the influence of both work culture and communication on the quality of public reporting services using the Qlue Application in North Tanjung Duren Subdistrict, Grogol Petamburan District. While work culture significantly contributes to service quality, the results indicate that communication exerts a more significant impact. However, the underlying reasons for this dominance require further exploration.

The statistical analysis shows that communication has a more substantial influence ($X2 \rightarrow Y = 0.591$) than work culture ($X1 \rightarrow Y = 0.546$). This suggests that while work culture establishes a structural foundation, effective communication is the key to service quality. One possible explanation is that communication directly affects real-time interactions and decision-making in public service delivery, ensuring timely and accurate responses to public reports. Moreover, the structural, procedural, and cultural dimensions of communication facilitate a more seamless

exchange of information between service providers and the public, reducing errors and enhancing public trust.

Despite the strong correlation between work culture and service quality ($R = .734$, $p = .044$), certain aspects of the work culture variable, such as work motivation and expectations, require further enhancement. This study's discussion on work culture reiterates its theoretical framework but lacks a deeper connection to the specific research findings. Instead of merely restating that work culture is a chain of interconnected processes, a more critical analysis should examine how each work culture dimension—work perception, attitudes, and behavior—interacts with communication dynamics to shape service quality. For instance, while work perception and motivation are essential for fostering a service-oriented mindset, these factors may not translate into effective public engagement without clear communication protocols. Similarly, work attitudes in executing tasks and serving the public are closely linked to how well communication structures facilitate information flow. The study would benefit from elaborating on these interconnections, supported by empirical evidence from the data.

Furthermore, the repetitive discussion of fundamental concepts on work culture should be refined to focus on unique insights derived from this research. A comparative analysis with previous studies, such as those by Zulkifli (2017) and Frinaldi (2014), could strengthen the argument by highlighting contextual differences and practical implications.

In conclusion, while both work culture and communication significantly influence the quality of public reporting services, this study underscores the dominant role of communication. Future research should investigate this dominance's causal mechanisms and explore strategies to integrate work culture improvements with enhanced communication frameworks for optimized public service delivery.

CONCLUSION

This study concludes that the effectiveness of public complaint services through the Qlue Application in North Tanjung Duren Subdistrict is significantly influenced by the public apparatus's work culture and communication strategies. Communication has a more substantial impact on service quality than work culture. Therefore, enhancing communication should be prioritized as a strategic focus for improving public service delivery.

Fostering an adaptive work culture by developing work perspective, attitude, and behavior dimensions is essential to enhancing the quality of Qlue-based complaint services. This can be achieved by implementing structured, rigorous, and continuous functional training programs based on measurable performance indicators. Such efforts are anticipated to improve personnel competence in managing public complaints effectively and responsively.

Moreover, communication strategies within the public service system must be strengthened through structural, procedural, and cultural reforms. This includes organizing specialized training

in public service communication that emphasizes transparency, responsiveness, and a citizen-centered approach. Developing integrated feedback mechanisms is crucial to facilitate two-way communication between the public and government officials.

Lastly, given the substantial role of communication in transforming service delivery, optimizing communication processes must become a central agenda. This can be realized by formulating clear standard operating procedures (SOPs), integrating artificial intelligence to support automated responses, and applying data analytics to identify and address recurring public concerns. These strategic efforts will contribute to a more responsive, transparent, and efficient public service system that aligns with the principles of good governance.

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