

## The Influence of Organizational Culture and Organizational Communication on Internal Service Quality Mediated by Teamwork

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### ABSTRACT

This research aims to examine and analyze teamwork as a mediator of organizational culture and organizational communication on internal service quality at PT. Astra International Tbk – Daihatsu DKI2 region. Factors that influence organizational culture and organizational communication as independent variables. Teamwork as a mediating variable and internal service quality as a dependent variable. The population of this study is Daihatsu's employees who are in the DKI2 region, with a total sample of 150 people who will be taken using a questionnaire instrument. The data analysis method uses Structural Equation Model-Partial Least Square (SEM-PLS) which is processed using Smart-PLS software. The result of the study show that there is a positive and significant influence between the independent variables namely organizational culture and organizational communication on the dependent variable internal service quality. Teamwork as an intervening variable is able to mediate the independent variable on the dependent variable

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## INTRODUCTION

The rapid development and progress of the Indonesian economy is currently not only dominated by the manufacturing industry, but also followed by the automotive industry. This causes the service sector operating in the automotive sector to compete to innovate, increase production and build good relationships with customers by providing superior service.

The current need for transportation vehicles to support various customer activities makes Daihatsu continue to carry out various innovations to provide products that suit customer needs. Before carrying out product innovation, Daihatsu will conduct a direct survey regarding customer expectations regarding the vehicle products they expect. The purpose of conducting the survey is that Daihatsu really wants to provide the best service to all customers, both customers who already believe in buying Daihatsu products and potential customers who just want to buy a vehicle.

According to Hendrayadi Lastiyoso, as Marketing and Customer Relations Division Head of PT Astra International Daihatsu, Daihatsu's sales recorded quite positive growth in 2022. Daihatsu's sales target. Daihatsu's total sales in 2022 in the DKI2 Region reached 20,722 units compared to the previous year in 2021 which only reached 16,260 units, in this case an increase of 27.44%. The increase in unit sales in 2022 is the starting point for success for Daihatsu, which since the start of the Covid-19 pandemic has experienced a decline in sales but has still been able to recover and survive to this day.

**Table 1. Customer Service Satisfaction Survey**

Item	2022						2023					
	Jan-Feb	Mar-Apr	Mei-Jun	Jul-Ags	Sep-Okt	Nov-Des	Jan-Feb	Mar-Apr	Mei-Jun	Jul-Ags	Sep-Okt	
Sales initiation	99.7	100	99.7	99.4	99.3	98.2	100	100	97.8	99	98.8	
Deal and paperwork	99.7	100	100	99.4	99.7	99	100	100	100	100	99.2	
Sales person	100	100	99.3	99.4	100	99	100	100	100	97.8	100	
Delivery timing	99.7	100	99	97.6	100	99	99	97.9	100	98.3	98.8	
Delivery process	100	100	99	98.8	100	99	100	100	99.6	99.3	99.2	
Average results	<b>99.8</b>	<b>100</b>	<b>99.4</b>	<b>98.9</b>	<b>99.8</b>	<b>98.8</b>	<b>99.8</b>	<b>99.6</b>	<b>99.5</b>	<b>98.9</b>	<b>99.2</b>	

Source: Internal Data (2023)

Based on data from customer service satisfaction surveys at the Sunter branch in 2022 and semester 1 of 2023, the average rating given by customers regarding the service provided by the sales force is 99.5 out of 100 standard scores determined by management. Questions regarding delivery timing and delivery processes are still the main focus of almost all customers, where the moment of delivery is the most valuable thing for the customer. Even though the difference is 0.5 out of 100, there needs to be improvements from the Daihatsu sales force in providing service to customers so that customers feel satisfied and want to give a score of 100 when surveyed.

To be able to process vehicle invoices, supporting documents must be prepared by each sales force. The sales force job desk prepares documents for the process of opening vehicle invoices, while the administration checks whether the required documents are complete. Every month there is always a problem of miscommunication that occurs between the sales force and the administration division regarding incomplete documents in the invoice opening process which ultimately affects the sales force's performance. This requires improvement from both the sales force and the administration division so that no one feels disadvantaged.

Based on the above phenomenon, this research is also in line with Supriyadi's (2021) research, which states that the communication process at the KUA office in Tibawa sub-district is not going well, thus affecting the process of improving service quality. The public's lack of understanding regarding the implementation of the online system means that many people choose to use the help of a third person in all administrative matters. Then in research by Nurni et al (2022), which said there was no relationship between nurse communication and satisfaction with service quality. It is hoped that there will be a training and refresher program for nurses to improve communication with thalassemia patients in providing nursing care.

Internal service quality problems in the DKI2 Region, whether between the sales force and customers or the sales force and the administration division, need to be a concern for the company. If it continues and is not repaired immediately, this can cause big problems and can be detrimental to the company. Therefore, the company must act decisively with the sales force and provide education/training every month to minimize and correct the problems currently occurring in order to achieve the company's sales goals and targets.

## **LITERATURE REVIEW**

### **Organizational Culture**

Robbins (2000:74) defines organizational culture as a system of shared meaning held by members that differentiates the organization from other organizations. DuBrin (2015:288) explains that organizational culture has 6 (six) dimensions: values, relative diversity, allocation of resources and benefits, level of change, sense of ownership, cultural strength.

### **Organizational Communication**

According to Gitosudarmo (2008: 197), communication is defined as the delivery or exchange of information from the sender to the recipient, either verbally, in writing or using communication tools.

According to Nathania (2014) there are three indicators of message flow in formal communication networks that follow communication lines: vertical communication, horizontal communication, diagonal communication.

### Teamwork

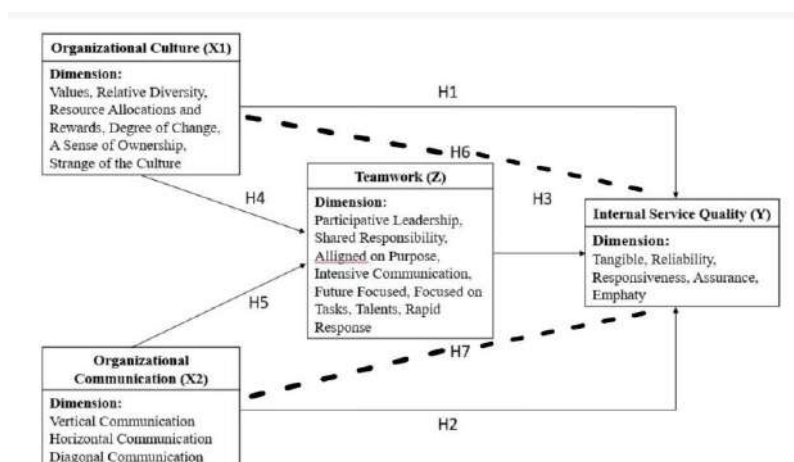
Teamwork is a group of individuals that produces higher performance than the sum of the individuals (Stephen and Timothy, 2008). Collaboration according to Tracey (2006) is improving communication within one team or other departments where this collaborative process shares tasks and responsibilities to achieve common goals.

Bulchoz (2000) states that there are 8 indicators that can be used as an assessment of teamwork: participative leadership, shared responsibility, common goals, intensive communication, focus on the future, focus on tasks, talent direction, quick response.

### Internal Service Quality

Internal service quality is defined as the perception of the quality of service provided by different organizational units, or people who work in them, to fellow divisions or other divisions. (Back et al, 2011).

The dimensions of service quality according to Tjiptono (2004) are: tangible (physical evidence), reliability (reliability), responsiveness (responsiveness), assurance (guarantee and certainty) and empathy (empathy).



Picture 1. Research Framework

## METHOD

This research is a type of causality because it examines the influence of organizational culture and organizational communication on internal service quality which is mediated by a collaborative team. Causality research is a research design that aims to examine hypotheses about the influence of one or several variables (dependent) on other variables (independent). The type of data used is quantitative using questionnaire data collection techniques, namely asking several questions to respondents. There are three types of variables in this research. Independent variables consist of organizational culture and organizational communication. Meanwhile, the dependent variable in this research consists of internal service quality and teamwork as mediating variables.

The population in this study was the sales force of PT. Astra International Daihatsu which is in the DKI2 Region. According to internal data, the number of sales force in the DKI2 Region is 190 people. The sample selected is salesforce who work at PT. Astra International Daihatsu in the DKI2 Region who have passed the probation period or minimum work period of 6 months.

The data source used will be obtained directly from the respondents' information which was extracted using a questionnaire according to the variables studied. A questionnaire is a data collection method carried out using a list of questions given to respondents to answer. Answers to the questionnaire were made using a Likert scale with a gradation from strongly agree to strongly disagree.

In order to achieve the objectives of evaluating the research model, a series of tests were carried out on latent variables such as Organizational Culture, Organizational Communication, Team Collaboration, and Internal Service Quality. This is done to ensure that each variable is described accurately and consistently by its construct indicators. There are two stages of testing carried out, namely the measurement model test (Outer Model) and the structural model test (Inner Model). This research processes data using the SEM method based on Partial Least Square (PLS), and the processing is carried out through the SmartPLS 3.0 program. The main reason for using PLS is to explore the best predictive linear relationship in this research model.

## RESULT AND DISCUSSION

This research was conducted on employees of PT. Astra International Daihatsu which is in the DKI2 Region. The total number of respondents in this study was 150 respondents from various branches in the DKI2 Region. The complete results of respondent characteristics are presented in the following data:

**Table 2. Description of Respondents**

<b>Gender</b>	<b>Amount</b>	<b>%</b>
Man	110	73%
Woman	40	27%
Grand Total	150	100%
<b>Levels</b>	<b>Amount</b>	<b>%</b>
C2/S2	61	41%
C3/S3x	77	51%
S1	12	8%
Grand Total	150	100%
<b>Working Experience</b>	<b>Amount</b>	<b>%</b>
< 1 year	10	7%
> 10 year	32	21%
1 – 3 year	46	31%
3 – 5 year	28	19%
5 – 10 year	34	22%
Grand Total	150	100%
<b>Branch</b>	<b>Amount</b>	<b>%</b>
Bgr Pajajaran	11	7%
Bgr Tajur	7	5%
Bgr Yasmin	8	5%
Bks Cibitung	7	5%
Bks Cikarang	7	5%
Bks Harapan Indah	12	8%
Bks Narogong	3	2%
Bks Sudirman	12	8%
Cibinong	7	5%
Cibubur	4	3%
Karawang Barat	15	10%
Kelapa Gading	7	5%
Kramat Jati	6	4%
Pluit	8	5%
Pramuka	8	5%
Sawangan	3	2%
Sunter	25	17%
Grand Total	150	100%

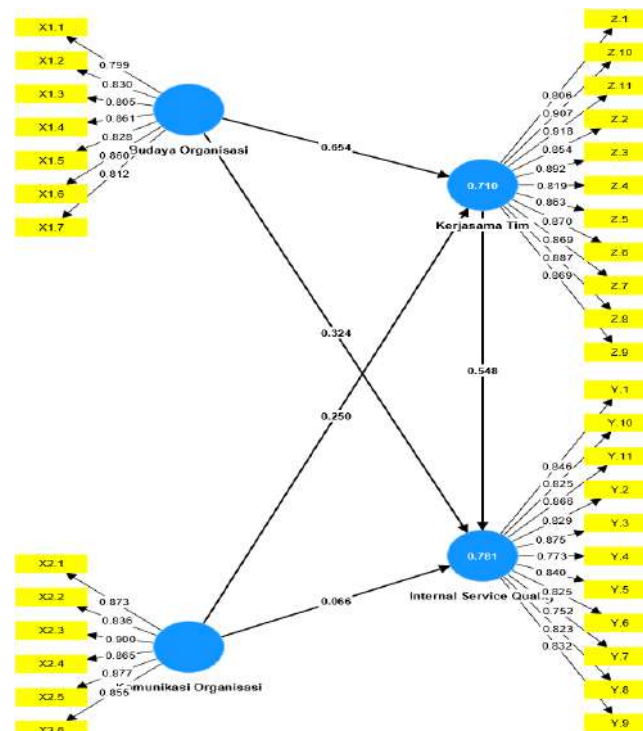
Source: Data processed by researchers (2023)

From Table 2 it can be seen that the majority of PT employees. Astra International Daihatsu consisted of 110 male respondents, while there were 40 female respondents. Then the majority of PT employees. Astra International Daihatsu was at the "S3/C3" level with 77 respondents. Furthermore, there were 61

respondents at the "S2/C2" level, and 12 respondents at the "S1" level. And the majority of the work period was 1 to 3 years as many as 46 respondents. Then, there were 34 employees with a working period of 5 to 10 years. Furthermore, 32 respondents had a working period of more than 10 years, 28 respondents had a working period of 3 to 5 years and 10 respondents had a working period of less than 1 year. Lastly, based on the employee's branch office, there are a total of 17 branch offices where the respondent originates. Sunter was the branch office with the largest number of respondents, namely 25 people. Meanwhile, Bks Narogong and Sawangan each had the smallest number of respondents, namely only 3 people.

## Data Analysis Results

### Measurement Model (Outer Model)



Picture 2. Result of SmartPLS Data Processing

Table 3. Outer Loading

Variable	Indicator	Outer Loading	Criteria	Explanation
Organizational Culture	X1.1	0,799	0,7	Valid
	X1.2	0,830	0,7	Valid
	X1.3	0,805	0,7	Valid
	X1.4	0,861	0,7	Valid
	X1.5	0,828	0,7	Valid
	X1.6	0,860	0,7	Valid
	X1.7	0,812	0,7	Valid
Organizational Communication	X2.1	0,873	0,7	Valid
	X2.2	0,836	0,7	Valid
	X2.3	0,900	0,7	Valid
	X2.4	0,865	0,7	Valid
	X2.5	0,877	0,7	Valid
	X2.6	0,855	0,7	Valid
Teamwork	Z.1	0,806	0,7	Valid
	Z.2	0,854	0,7	Valid
	Z.3	0,892	0,7	Valid

	Z.4	0,819	0,7	Valid
	Z.5	0,863	0,7	Valid
	Z.6	0,870	0,7	Valid
	Z.7	0,869	0,7	Valid
	Z.8	0,887	0,7	Valid
	Z.9	0,869	0,7	Valid
	Z.10	0,907	0,7	Valid
	Z.11	0,918	0,7	Valid
Internal Service Quality	Y.1	0,846	0,7	Valid
	Y.2	0,829	0,7	Valid
	Y.3	0,875	0,7	Valid
	Y.4	0,773	0,7	Valid
	Y.5	0,840	0,7	Valid
	Y.6	0,825	0,7	Valid
	Y.7	0,752	0,7	Valid
	Y.8	0,823	0,7	Valid
	Y.9	0,832	0,7	Valid
	Y.10	0,825	0,7	Valid
	Y.11	0,866	0,7	Valid

Source: Data processed with SmartPLS 4.0 (2023)

In the context of PLS-SEM, the measurement model is known as the outer model, which defines the relationship between indicators and the latent variable being targeted (Hair et al., 2018). To measure convergent validity, Hair et al. (2018) suggest that the outer loading value should be more than 0.70. Meanwhile, according to Henseler et al. (2015), reflective indicators can be considered adequate in representing latent variables if they have a loading factor above 0.50.

The results show that all the indicators studied show Outer Loading values that exceed the threshold of 0.70. Thus, based on convergent validity criteria, these indicators have met the requirements. Therefore, this research process can continue to the next testing stage with the confidence that the indicators have adequate validity.

**Table 4. Average Variance Extracted (AVE)**

	Kriteria	Average variance extracted (AVE)
Organizational Culture	>0,5	0,686
Internal Service Quality	>0,5	0,683
Teamwork	>0,5	0,755
Organizational Communication	>0,5	0,753

Source: Data processed with SmartPLS 4.0 (2023)

Another method to see discriminant validity is to look at the Square Root of Average Variance Extracted (AVE). Average Variance Extracted (AVE) plays an important role as an indicator of the convergent validity of a construct. AVE represents the proportion of variance explained by indicators of a construct compared to the overall variance, including measurement error. As a benchmark, AVE should be more than 0.5, which indicates that the construct is able to explain more than half of the variance of its indicators. In the data provided, the "Organizational Culture" construct has an AVE of 0.678, indicating that 67.8% of the indicator variance is explained by this construct. Furthermore, "Internal Service Quality" has an AVE of 0.680, or 68% of the indicator variance explained by the construct. "Teamwork" recorded the highest AVE, namely 0.751, meaning that 75.1% of the indicator variance is explained by this construct. Finally, "Organizational Communication" with an AVE of 0.770 shows that this construct is able to explain 77% of the variance of its indicators. Thus, these four constructs have met the convergent validity criteria, indicating the reliability of the indicators in measuring the constructs in question.

**Table 5. Constructs Reliability Testing**

	Kriteria	Cronbach's alpha	Composite reliability	Composite reliability
Organizational Culture	>0,7	0,924	0,926	0,939
Internal Service Quality	>0,7	0,953	0,954	0,960
Teamwork	>0,7	0,967	0,968	0,971

Organizational Communication	>0,7	0,935	0,939	0,948
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To be considered reliable, a construct ideally has a Cronbach's Alpha value that exceeds 0.7. Based on the data provided, the "Organizational Culture" construct shows impressive reliability with a Cronbach's Alpha of 0.924 and a Composite Reliability value of 0.926 and 0.939 respectively. Likewise, "Internal Service Quality" recorded excellent reliability values with Cronbach's Alpha of 0.953 and Composite Reliability of 0.954 and 0.960. "Teamwork" recorded the highest reliability with a Cronbach's Alpha of 0.967 and Composite Reliability of 0.968 and 0.971. Meanwhile, "Organizational Communication" has very good reliability with Cronbach's Alpha 0.935 and Composite Reliability 0.939 and 0.948. Overall, the four constructs show high reliability, confirming that the indicators used are consistent in measuring the latent variable in question.

**Table 6. Fornell-Lacker Criterion**

	Organizational Culture	Internal Service Quality	Teamwork	Organizational Communication
Organizational Culture	<b>0,864</b>			
Internal Service Quality	0,839	<b>0,874</b>		
Teamwork	0,832	0,863	<b>0,867</b>	
Organizational Communication	0,548	0,533	0,554	<b>0,878</b>

Source: Data processed with SmartPLS 4.0 (2023)

The results of the discriminant validity test (Fornell-Lacker Criterion), it can be seen that there are still Fornell - Lacker Criterion values at the bottom of the column and in the left column that are greater than the columns in the cross section between variables. Organizational culture 0.864, internal service quality 0.874, teamwork 0.867, organizational communication 0.878. Overall, it can be concluded that according to the results of discriminant validity testing (Fornell-Lacker Criterion) the research data model has entered into good criteria and is suitable to be continued.

**Table 7. HTMT Criterion**

	Organizational Culture	Internal Service Quality	Teamwork	Organizational Communication
Organizational Culture				
Internal Service Quality	0,867			
Teamwork	0,863	0,894		
Organizational Communication	0,712	0,695	0,716	

## Measurement Model (Inner Model)

**Table 8. R-Square**

	R-Square	R-Square adjusted
Internal Service Quality	0,781	0,776
Teamwork	0,710	0,706

Source: Data processed with SmartPLS 4.0 (2023)

The results show that the R-Square ( $R^2$ ) or coefficient of determination of the Internal Service Quality construct is 0.781. These results show that the endogenous variable Internal Service Quality can be explained by exogenous variables amounting to 78.1% while the rest is explained by other exogenous variables outside this research. Meanwhile, the R-Square ( $R^2$ ) value or coefficient of determination of the Teamwork construct was found to be 0.710. These results show that the endogenous variable Teamwork can be explained by the exogenous variable of 71.0% while the rest is explained by other exogenous variables outside this research.

**Table 9. F-Square**

	Internal Service Quality	Criterion	Teamwork	Criterion
Organizational Culture	0,146	Strong	0,812	Strong
Teamwork	0,399	Strong		
Organizational Communication	0,010	Weak	0,119	Currently

Source: Data processed with SmartPLS 4.0 (2023)



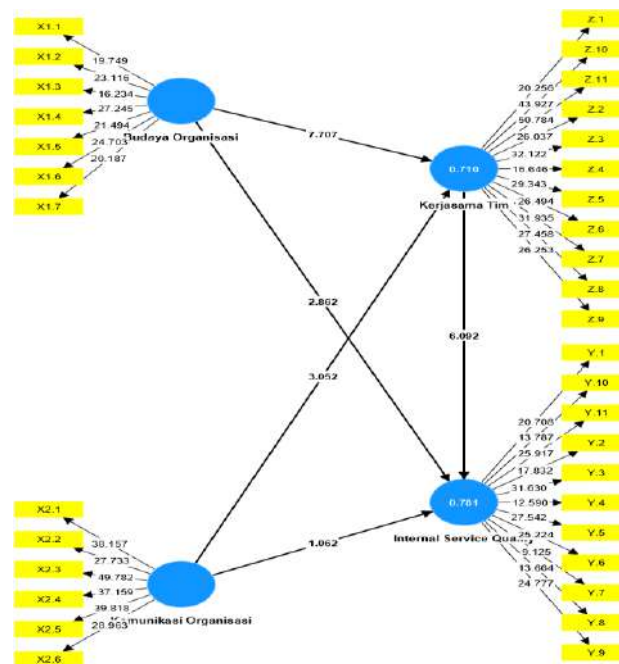
From this table, it can be seen that Organizational Culture has a significant and strong relationship with the two dependent variables. This is indicated by a value of 0.146 for Internal Service Quality and 0.812 for Teamwork, both of which are categorized as a strong relationship. Furthermore, the Teamwork variable as an independent variable also shows a strong relationship with Internal Service Quality with a value of 0.399. However, for the Organizational Communication variable, its relationship with Internal Service Quality is only 0.010, which indicates a weak relationship. However, the relationship with Teamwork is slightly stronger with a value of 0.119, which is categorized as a moderate relationship

**Table 10. Q-Square**

	Q <sup>2</sup> Predict
Internal Service Quality	0,678
Teamwork	0,699

Source: Data processed with SmartPLS 4.0 (2023)

The result shows that the Q2 value was found to be 0.678 for the Internal Service Quality variable. The Q2 value was found to be 0.699 for the Teamwork variable. The calculation results show that the predicted relevance value is > 0 in both structural models in the research, so that the model can be said to be feasible and has a relevant predictive value.



Picture 3. Bootstrapping PLS-Algorithm

**Table 11. Hypothesis Results**

No	Hypotesis	Original Sample	t-statistics	Sig.	Results
1	Organizational Culture -> Internal Service Quality	0,324	2,862	0,004	H1 Accepted
2	Organizational Communication -> Internal Service Quality	0,066	1,062	0,288	H2 Rejected
3	Teamwork -> Internal Service Quality	0,548	6,092	0,000	H3 Accepted
4	Organizational Culture -> Teamwork	0,654	7,707	0,000	H4 Accepted
5	Organizational Communication -> Teamwork	0,250	3,052	0,002	H5 Accepted



6	Organizational Culture -> Teamwork -> Internal Service Quality	0,359	4,722	0,000	H6 Accepted
7	Organizational Communication -> Teamwork -> Internal Service Quality	0,137	2,687	0,007	H7 Accepted

Source: Data processed with SmartPLS 4.0 (2023)

### **The Influence of Organizational Culture on Internal Service Quality**

The hypothesis shows that the influence of organizational culture on internal service quality shows that the original sample estimate value is positive 0.324, which shows that the direction of the relationship between organizational culture and internal service quality is positive.

H1 in this research can be concluded that organizational culture has a positive and significant effect on internal service quality and is accepted.

### **The Influence of Organizational Communication on Internal Service Quality**

The hypothesis shows that the original sample estimate value is positive 0.066, which shows that the direction of the relationship between organizational communication and internal service quality is positive.

H2 in this research can be concluded that organizational communication has no effect on internal service quality and is rejected.

### **The Influence of Teamwork on Internal Service Quality**

The hypothesis shows that the original sample estimate value is positive 0.548, which shows that the direction of the relationship between team collaboration and internal service quality is positive.

H3 in this research can be concluded that teamwork has a positive and significant effect on internal service quality and is accepted. The results of this research are supported by previous research conducted by Baso Achmat et al (2021), Dwi Ida et al (2021), Yenny Takdir (2020) and Linda Wulan Riana (2019) who have proven that teamwork has a good and positive influence on internal service quality.

### **The Influence of Organizational Culture on Teamwork**

The hypothesis shows the original sample estimate value is positive 0.654, which shows that the direction of the relationship between organizational culture and teamwork is positive.

H4 in this research can be concluded that organizational culture has a positive and significant effect on teamwork and is accepted. The results of this research are supported by previous research conducted by Faiza and Shahid (2023) and Jelle Simon et al (2020) which have proven that organizational culture has a positive influence on teamwork.

### **The Influence of Organizational Communication on Teamwork**

The hypothesis shows that the original sample estimate value is positive 0.250, which shows that the direction of the relationship between organizational communication and teamwork is positive.

H5 in this research can be concluded that organizational communication has a positive and significant effect on teamwork and is accepted. The results of this research are supported by previous research conducted by Fitriani et al (2022), Darwin Lie et al (2022) and Jonny et al (2022) which have proven that organizational communication has a positive influence on teamwork.

### **The Mediating Role of Teamwork on the Influence of Organizational Culture on Internal Service Quality**

The hypothesis shows that the original sample estimate value is positive 0.359, which shows that the direction of the relationship between organizational culture and internal service quality through teamwork is positive.

H6 in this research can be concluded that teamwork has a positive and significant effect in mediating the relationship between organizational culture and internal service quality. The results of this research are in line with research from Nilda, Budi, Elita and Alfadhilani (2020) and Fajar Azhari (2022) who found that teamwork was able to mediate the influence of organizational culture on internal service quality.

### **The Mediating Role of Teamwork on the Influence of Organizational Communication on Internal Service Quality**

The hypothesis shows that the original sample estimate value is positive, namely 0.137, which shows that the direction of the relationship between organizational communication and internal service quality through teamwork is positive.

H7 in this research can be concluded that teamwork has a positive and significant effect in mediating the relationship between organizational communication and internal service quality. The results of this research are in line with research from Rizki, Lalan and Aceng (2020) and Syifaun and Ahmad (2022) who found that teamwork was able to mediate the influence of organizational communication on internal service quality.

## **DISCUSSION**

The quality of service in an organization is closely related to organizational culture, the stronger the organizational culture, the better the quality of service produced. If an organization has employees who have good abilities, then the organization's activities in achieving them will be effective and efficient. So it can be concluded that a good organizational culture can have a positive impact on the quality of service to both fellow employees and customers. If employees feel that their environment provides supporting facilities and infrastructure, then employees will automatically feel comfortable in carrying out their work. It is very important for companies to be able to provide the best facilities for all employees. The results of this research are supported by previous research conducted by Nunik et al (2021), Yulianti (2023), Istiqlal and Mafizatul (2022), Paujan et al (2021) and Henny (2021) which have proven that organizational culture has a positive influence on internal service quality.

Organizational communication functions to maintain the life of an organization. Good relationships between members of an organization will also have a good impact on the organization. When internal communication runs well, every program planned by the organization can run according to plan so that it can provide excellent service to customers for the organization (Pangendaheng, 2018). In conclusion, when organizational communication is running well, it will influence the structure and processes of an organization so that it produces good output, in this case quality service. The effectiveness of communication can have a good impact on an organization. The results of this research are supported by previous research conducted by Nurni Nurmaliyati et al (2022) and Supriyadi Bin Sabri (2021) which has proven that organizational communication has no effect on internal service quality.

The importance of teamwork in improving service quality is to achieve goals with satisfactory results and in accordance with mutual expectations. Teamwork will be a driving force that has energy and synergy for individuals. Without good teamwork, brilliant ideas will not emerge. So it can be concluded, teamwork is the ability of individuals to work together well to achieve common goals in a team that trusts each other, supports each other and is responsible for the tasks that have been given. Employees in an organization are very important in providing services to both internal and external parties. The results of this research are supported by previous research conducted by Baso Achmat et al (2021), Dwi Ida et al (2021), Yenny Takdir (2020) and Linda Wulan Riana (2019) who have proven that teamwork has a good and positive influence on internal service quality.

A strong organizational culture will produce effective teamwork. Organizational culture is very important for an organization or company, because it will always be related to life within the company itself. Organizational culture is the shared values, attitudes, beliefs and norms that exist in an organization or company. In conclusion, organizational culture greatly influences team collaboration. Organizational culture provides opportunities for all employees to be creative, innovate in the company, achieve company goals, become a reliable part of the team, maintain team solidarity and be able to complete tasks quickly and precisely. The results of this research are supported by previous research

conducted by Faiza and Shahid (2023) and Jelle Simon et al (2020) which have proven that organizational culture has a positive influence on teamwork.

Communication is very important for all aspects of human life. With communication, humans can express ideas, feelings, hopes and impressions to others and understand other people's ideas, feelings and impressions. Communication allows for social cooperation and making mutual agreements. So it can be concluded that the success of an organization is greatly influenced by the capabilities and competencies of each individual and the collaboration between team members in the organization. In establishing team collaboration, optimal communication is required to achieve the organization's goals. The results of this research are supported by previous research conducted by Fitriani et al (2022), Darwin Lie et al (2022) and Jonny et al (2022) which have proven that organizational communication has a positive influence on teamwork.

According to Wibowo (2016), Organizational Culture reflects the characteristics or characteristics of an organization, therefore organizational culture must always be changed and improved continuously in line with global trends that are increasingly changing rapidly. Innovation is also needed in an organization that can encourage its members to create or develop creative and innovative ideas for the progress and development of the organization. Good teamwork between employees in an organization can improve internal service quality for both internal and external parties. An organizational culture that has been formed in accordance with the standards of an organization and is supported by good teamwork between employees is able to improve internal service quality, of course it will also have a positive influence on Daihatsu customer service satisfaction. The results of this research are in line with research from Nilda, Budi, Elita and Alfadhlani (2020) and Fajar Azhari (2022) who found that teamwork was able to mediate the influence of organizational culture on internal service quality.

According to Nabila, Nurnawati and Buddy (2021), the importance of communication for humans cannot be denied, and the same goes for organizations. In organizations there are usually people who work together in teams to achieve organizational goals. In an organization, especially in an office, various kinds of information are definitely needed, have a structure, goals and can increase their duties and responsibilities in order to achieve the expected work results. The role of communication in an organization is very important and is the axis at which the organization runs. An organization's ability to develop and progress can be seen from the interaction of organizational members in completing their tasks and work. Organizational communication that is running well and is supported by teamwork will produce work that is effective and efficient compared to doing it individually so as to realize optimal internal service quality. The results of this research are in line with research from Rizki, Lalan and Aceng (2020) and Syifaun and Ahmad (2022) who found that teamwork was able to mediate the influence of organizational communication on internal service quality.

## **CONCLUSION AND RECOMMENDATION**

An organizational culture that is running optimally and is supported by good employee welfare will make employees feel that it is important to survive in this company. However, the communication process within the company, including vertical, horizontal and diagonal organizational communication, needs to be carried out well. In this case, the more employees always work together to complete tasks, the results will be much better than if they did it alone. An organizational culture that is in line with the company's vision and mission and supported by applicable SOPs will make it easier to carry out team collaboration processes because everything is in accordance with company regulations. Organizational communication that occurs between the sales force and the administration division or vice versa, especially regarding updating important information, if it is carried out optimally, will have an impact on the work process being faster and more precise. The need for salesforce to pursue personal targets every month affects the team collaboration that is already well established with the administration division. Organizational communication is an important factor in the team collaboration process to improve internal service quality. A communication process that has been established optimally both with superiors, fellow employees in the same division, and between divisions can make team collaboration closer, thus creating a feeling of family.

Based on the results of the analysis and conclusions above, in order to improve internal service quality the following things can be recommended:

1. Organizational communication does not have a direct effect on internal service quality, but must be mediated through teamwork. It is hoped that other researchers can look for other possible mediating variables such as professionalism, and can also use moderating variables such as adaptive leadership.
2. The sample used in this research is the Daihatsu branch in the DKI2 Region, other researchers are expected to use samples from all Daihatsu branches in the DKI or National Region.
3. A qualitative research approach is worth trying as an alternative in the same research theme by involving employees and management.

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