



Strengthening Service-Oriented Work Culture Through Excellent Service Training for Government Officials at the Regional Technical Implementation Unit for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office

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Article Info	ABSTRACT
Corresponding Author: Agung Solihin agung.solihin@undira.ac.id	Developing a service-oriented work culture is essential for improving the quality of public services and strengthening organizational performance in government institutions. This community service program aimed to enhance the knowledge, awareness, and competencies of government officials at the Regional Technical Implementation Unit (UPTD) for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office, in implementing a work culture that supports excellent public service. The program employed a participatory training approach consisting of four stages: preparation, training implementation, evaluation, and follow-up. Training activities were conducted through lectures, interactive discussions, case studies, service simulations, and reflection sessions. The training materials covered organizational work culture, public service values, professional ethics, integrity, effective communication, teamwork, and strategies for implementing service excellence. Program evaluation was conducted using pre-test and post-test assessments, participant observations, and feedback sessions to measure improvements in participants' understanding and engagement. The results indicated increased awareness and understanding of service-oriented organizational culture, strengthened commitment to professionalism and public service ethics, and improved communication and teamwork among participants. The collaborative implementation between the university and the partner institution also supported knowledge transfer and organizational capacity development. This community service program demonstrates that participatory training is an effective strategy for strengthening organizational culture and promoting sustainable improvements in the quality of public services. Keywords: Organizational Work Culture; Excellent Service; Public Service; Government Officials; Community Service Program.

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INTRODUCTION

Public service is one of the fundamental responsibilities of government institutions and serves as a key indicator of the quality of public administration. The effectiveness of public services significantly influences public trust, organizational performance, and the

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achievement of good governance. Therefore, government institutions are required to continuously improve the quality of services by developing competent human resources who possess professionalism, integrity, accountability, and a strong commitment to serving the public (Dwiyanto, 2021; Pasolong, 2020). In the current era of bureaucratic reform, public organizations are expected not only to provide efficient administrative services but also to create citizen-centered services that respond effectively to the increasing expectations of society.

One of the essential factors affecting service quality is organizational work culture. Work culture represents the shared values, beliefs, norms, and behavioral patterns adopted by members of an organization in carrying out their responsibilities. A positive organizational culture encourages employees to demonstrate discipline, collaboration, innovation, responsibility, and ethical behavior, all of which contribute to improved organizational effectiveness and service quality (Robbins & Judge, 2019; Wibowo, 2019). Conversely, weak organizational culture often leads to inconsistent service delivery, poor communication, and declining public satisfaction.

Excellent service has become an important strategic approach in public sector management because it emphasizes responsiveness, professionalism, transparency, and customer satisfaction. Government officials are expected to perform not only administrative functions but also to deliver services that meet citizens' needs efficiently and respectfully. According to Tjiptono and Chandra (2019), service excellence requires organizations to continuously improve service quality through competent human resources, effective communication, and customer-oriented behavior. Similarly, Hardiyansyah (2018) emphasized that public service quality is strongly influenced by employees' attitudes, work ethics, and commitment to organizational values.

The Regional Technical Implementation Unit (UPTD) for Plantation Crop Protection Development of the East Kalimantan Provincial Plantation Office plays an important role in supporting plantation development through technical assistance, plant protection, pest control, and advisory services for farmers and other stakeholders. In carrying out these responsibilities, government officials are required not only to possess adequate technical competencies but also to demonstrate professional behavior and excellent service orientation. However, preliminary discussions with the partner institution revealed that strengthening work culture remains necessary to support consistent and high-quality public service delivery. Several challenges identified include limited understanding of service-oriented organizational culture, inconsistent implementation of professional values, and the need to improve communication and collaboration among employees.

These challenges are consistent with previous studies highlighting that organizational culture significantly influences employee performance and service quality in public institutions. Hidayat and Sari (2022) reported that the implementation of organizational culture positively contributes to the performance of civil servants. Likewise, Pratama and Widodo (2021) found that work culture and employee competence significantly affect public service performance, while Putri and Nugroho (2023) emphasized that strengthening organizational culture is an essential component of bureaucratic reform and institutional capacity development.

Considering these conditions, training programs become one of the most effective approaches to enhancing employees' competencies and promoting behavioral change.

Human resource development through structured training enables government officials to improve their knowledge, communication skills, professionalism, and understanding of organizational values (Hasibuan, 2019; Mangkunegara, 2017). Furthermore, continuous learning activities support the internalization of organizational culture and encourage employees to apply service excellence principles in their daily responsibilities.

Based on the identified needs, this community service program implemented a Service-Oriented Work Culture Training for officials of the Regional Technical Implementation Unit (UPTD) for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office. The program was designed to strengthen participants' understanding of organizational work culture, public service ethics, effective communication, professionalism, integrity, and strategies for implementing service excellence in government institutions.

This community service initiative also reflects the commitment of higher education institutions to supporting government agencies through knowledge transfer and capacity-building activities. By integrating academic expertise with practical organizational needs, the program is expected to strengthen organizational culture, improve employee competencies, and contribute to sustainable improvements in public service quality. Ultimately, the activity supports the broader objectives of bureaucratic reform and good governance by promoting professional, accountable, and citizen-oriented public services.

METHODS

This community service program employed a participatory training approach designed to strengthen the service-oriented work culture of government officials at the Regional Technical Implementation Unit (UPTD) for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office. The program was developed based on an initial needs assessment conducted through discussions and coordination with the partner institution to identify organizational challenges related to work culture and public service delivery. The findings indicated that government officials required capacity building in organizational values, professionalism, effective communication, integrity, and excellent public service practices.

The implementation of the program consisted of four sequential stages: preparation, training implementation, evaluation, and follow-up. During the preparation stage, the community service team coordinated with the partner institution to identify participants, determine training objectives, develop training materials, and prepare evaluation instruments. The training materials covered organizational work culture, public service values, professional ethics, integrity, effective communication, teamwork, and strategies for implementing service excellence in government organizations. In addition, pre-test and post-test questionnaires were prepared to assess participants' knowledge before and after the training.

The training implementation adopted an interactive learning model combining lectures, group discussions, case studies, practical simulations, and participant reflections. Lectures were used to introduce theoretical concepts related to organizational culture and excellent service, while interactive discussions encouraged participants to share experiences and identify service-related challenges encountered in their daily work. Case studies and service simulations provided opportunities for participants to practice communication techniques, problem-solving skills, and appropriate responses to various public service situations. This

combination of learning methods was intended to facilitate knowledge acquisition as well as behavioral change through active participation.

Program evaluation was conducted using both quantitative and qualitative approaches. Quantitative evaluation involved comparing participants' pre-test and post-test results to measure improvements in their understanding of organizational culture and service excellence. Qualitative evaluation was performed through direct observation of participants' engagement during discussions and simulations, as well as feedback sessions conducted at the end of the training. The success of the program was assessed using several indicators, including participant attendance, active participation, increased knowledge, improved communication skills, and participants' commitment to implementing service-oriented work culture within their respective work units. The program targeted at least 80% of participants demonstrating improved understanding and the ability to apply the principles of excellent public service after completing the training.

The partner institution actively participated throughout the implementation process by facilitating coordination, selecting participants, providing training facilities, and supporting the evaluation and follow-up activities. To ensure program sustainability, participants collaboratively formulated recommendations and action plans for integrating service-oriented work culture into their daily organizational practices. These follow-up initiatives are expected to strengthen organizational commitment, improve employee performance, and contribute to the continuous enhancement of public service quality within the Regional Technical Implementation Unit for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office.

RESULTS AND DISCUSSION

Program Implementation

The community service program was successfully implemented at the Regional Technical Implementation Unit (UPTD) for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office. The activity involved government officials responsible for plantation protection and public service delivery. The training program was conducted using a participatory approach consisting of lectures, interactive discussions, case studies, service simulations, and evaluation sessions. The training materials focused on organizational work culture, public service ethics, professionalism, integrity, effective communication, teamwork, and service excellence.

The implementation began with an introductory session to identify participants' initial understanding of work culture and public service principles. Participants actively engaged in discussions by sharing their experiences and identifying challenges encountered during daily service activities. Interactive communication between facilitators and participants created a collaborative learning environment, allowing practical organizational issues to be discussed and alternative solutions to be formulated.



Figure 1. Documentation of Community Service activities

During the simulation sessions, participants practiced communication techniques and service procedures designed to improve responsiveness, professionalism, and customer-oriented behavior. Case-based learning enabled participants to analyze common service situations and identify appropriate responses according to the principles of excellent public service. These practical activities encouraged participants to apply the theoretical concepts introduced during the lectures to real workplace situations.

Program Outcomes

The training program produced positive outcomes in terms of participants' understanding and awareness of service-oriented organizational culture. Based on the evaluation conducted before and after the training, participants demonstrated improved knowledge regarding organizational values, professionalism, integrity, discipline, teamwork, and effective communication in public service delivery. The activity also strengthened participants' awareness of their responsibility as public servants who must prioritize community satisfaction, transparency, accountability, and responsiveness in performing their duties.

Another important outcome was the development of participants' commitment to implementing service-oriented work culture within their respective organizational units. Through group discussions and reflection sessions, participants identified several practical actions that could be implemented to strengthen organizational culture, including improving internal communication, increasing work discipline, encouraging teamwork, and continuously evaluating service quality. These commitments are expected to support sustainable organizational improvement after the completion of the training program.

The active participation of both the partner institution and the participants contributed significantly to the success of the program. The collaborative approach adopted throughout the activity facilitated knowledge exchange between facilitators and participants while creating opportunities for organizational learning and continuous improvement. Furthermore, the partner institution expressed its commitment to integrating the training outcomes into routine organizational activities as part of its strategy for improving public service quality.

Discussion

The implementation of this community service program demonstrates that training can serve as an effective strategy for strengthening organizational culture and improving the quality of public service. Organizational culture plays an important role in shaping employees' attitudes, behavior, and commitment toward achieving organizational objectives. Robbins and Judge (2019) argue that organizational culture provides shared values and behavioral norms that influence employee performance and organizational effectiveness. Therefore,

strengthening work culture through continuous training contributes to building a more professional and service-oriented public organization.

The findings also support the concept of service excellence proposed by Tjiptono and Chandra (2019), who emphasize that high-quality public services depend not only on organizational procedures but also on employees' competence, communication skills, and commitment to customer satisfaction. Through interactive discussions and practical simulations, participants gained a better understanding of how professional behavior, effective communication, and ethical conduct directly influence the quality of services provided to the community.

In addition, the results are consistent with previous studies conducted by Hidayat and Sari (2022), which reported that organizational culture positively affects the performance of civil servants. Similarly, Pratama and Widodo (2021) found that strengthening work culture and employee competence contributes significantly to improving service performance in public institutions. The present program confirms these findings by demonstrating that capacity-building activities can enhance participants' awareness of organizational values and encourage behavioral changes that support better public service delivery.

Another important aspect observed during the program was the active involvement of the partner institution throughout the implementation process. Such collaboration is essential in community service activities because sustainable organizational improvement requires strong institutional commitment beyond the training period. According to Hasibuan (2019), continuous human resource development through education and training enables organizations to improve employee competencies while fostering long-term organizational performance. Therefore, the follow-up action plans developed jointly by participants and the partner institution represent an important step toward institutionalizing service-oriented work culture within the organization.

Overall, the community service program successfully strengthened participants' understanding of organizational culture and excellent public service while encouraging the adoption of professional values in daily organizational practices. The integration of lectures, discussions, simulations, and reflective learning created an effective learning environment that supports both knowledge acquisition and behavioral transformation. These outcomes are expected to contribute to sustainable improvements in organizational performance and public service quality within the Regional Technical Implementation Unit for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office.

CONCLUSION

This community service program successfully enhanced the understanding and awareness of government officials at the Regional Technical Implementation Unit (UPTD) for Plantation Crop Protection Development, East Kalimantan Provincial Plantation Office regarding the importance of implementing a service-oriented work culture. Through a participatory training approach consisting of lectures, interactive discussions, case studies, service simulations, and evaluation activities, participants gained a better understanding of organizational culture, public service ethics, professionalism, integrity, effective communication, and the principles of excellent public service. The active involvement of participants throughout the training also demonstrated their commitment to improving service quality and strengthening organizational performance.

The program further encouraged participants to identify practical strategies for integrating service-oriented values into their daily responsibilities, including improving communication, teamwork, discipline, accountability, and responsiveness to community needs. The collaborative implementation between the university and the partner institution contributed to the successful transfer of knowledge and strengthened institutional commitment to continuous organizational improvement.

Overall, this community service activity demonstrates that capacity-building programs focusing on organizational culture can serve as an effective approach to improving the quality of public services. To ensure long-term sustainability, the partner institution is encouraged to conduct periodic training, monitor the implementation of service-oriented work culture, and integrate the principles of excellent public service into routine organizational development programs. Future community service initiatives may also incorporate digital public service competencies, organizational innovation, and leadership development to further strengthen the performance of government institutions and enhance citizen satisfaction.

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