



## The Role of Organizational Culture in Improving the Service Quality of Import Forwarding Companies

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### **Abstract**

This study aims to determine the influence of organizational culture on the quality of import forwarding company services. The research method used is a quantitative approach with data collection techniques through distributing questionnaires to 44 employee respondents of PT Mitra Transindo Perkasa. Data were analyzed using IBM SPSS version 21 through validity tests, reliability tests, simple linear regression analysis, t-tests, and coefficient of determination ( $R^2$ ). The results of the study indicate that organizational culture has a positive and significant effect on the quality of import forwarding company services with a significance value of  $0.000 < 0.05$ . The coefficient of determination ( $R^2$ ) value of 0.343 indicates that organizational culture contributes 34.3% to the quality of import forwarding company services, while the rest is influenced by other factors outside the study. A good organizational culture can improve internal communication, work discipline, teamwork, and service orientation, thereby supporting the improvement of the company's service quality. This study shows that organizational culture is one of the important factors in increasing the effectiveness of service and the competitiveness of import forwarding companies in the logistics industry.

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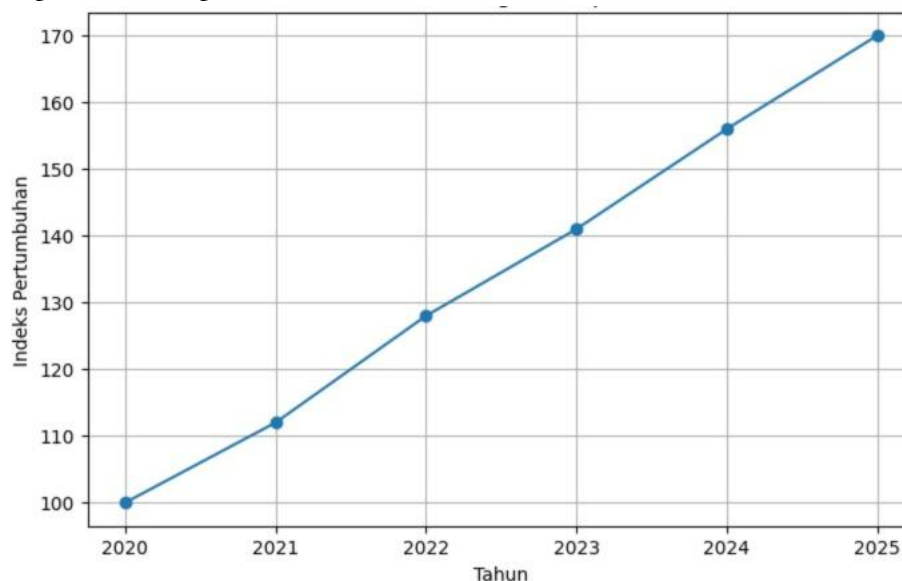
### **Keywords:**

organizational culture, service quality, import forwarding, logistics companies, service quality.

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## INTRODUCTION

The development of international trade and the growth of import activity in Indonesia have driven a growing need for forwarding companies to provide logistics and cross-border goods handling services. Import forwarding companies not only serve as a liaison for goods distribution but also play a role in ensuring smooth administration, document accuracy, speedy delivery, and coordination between various parties, such as customs, ports, and customers. In the competitive logistics services industry, service quality is a key factor in maintaining customer trust and enhancing company competitiveness. Therefore, forwarding companies are required to provide fast, accurate, responsive, and professional service.

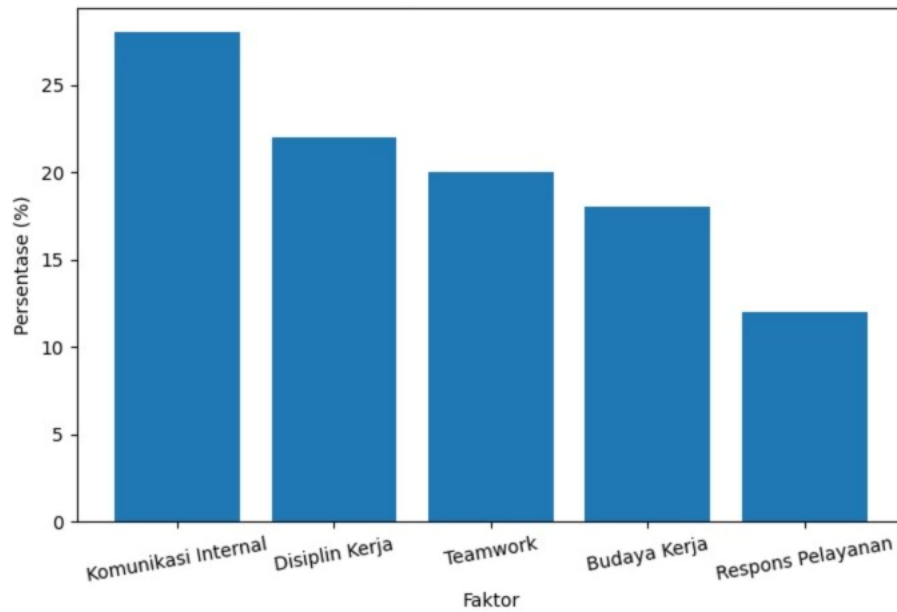


Source: Adapted from Statistics Indonesia (2025)

**Figure 1.** Growth of the Indonesian logistics/import industry

Figure 1 shows the development of Indonesia's logistics and import sector in recent years. Forwarding service activity has shown a significant upward trend. This situation has encouraged forwarding companies to improve their service quality to compete amidst the growing demand for international distribution and logistics management. In this situation, organizational culture is one of the internal factors that plays a crucial role in shaping the quality of a company's service.

This increase in logistics and import activity has forced forwarding companies to face increasingly fierce competition in the service sector. Companies are not only required to expedite distribution and document processing processes but also to maintain the quality of service to customers. In practice, the quality of forwarding services is influenced by various internal organizational factors such as work communication, discipline, teamwork, and employee culture.



Source: Illustrative data processed by researchers (2025).

**Figure 2.** Factors Influencing Service Quality in Forwarding Companies

Figure 2 shows these various factors, with organizational culture being a crucial factor because it relates to communication patterns, discipline, teamwork, and service orientation within the company.

Service quality in service companies is not only influenced by operational systems and technology, but also by internal organizational factors, particularly organizational culture. Organizational culture reflects the values, norms, habits, and behavioral patterns adopted by organizational members in carrying out work activities. A strong organizational culture can create a conducive work environment, improve coordination between employees, strengthen work discipline, and encourage a service orientation towards customers. Conversely, a weak organizational culture can lead to poor communication quality, slow work completion, and a decline in the company's service quality.

Research on organizational culture and service quality has been extensively conducted in the manufacturing, hospital, and education sectors. However, research specifically examining the role of organizational culture in improving service quality in import forwarding companies is relatively limited. In fact, forwarding companies have distinct service characteristics compared to other service sectors, particularly in terms of document accuracy, speed of service, cross-agency coordination, and high customer response demands. Therefore, this research is crucial to understand the relationship between organizational culture and service quality in the import forwarding industry.

In the context of import forwarding companies, organizational culture is crucial because company operations involve high work pressure, require document accuracy, and demand timely service. Employees are required to work collaboratively, adapt quickly, and maintain service quality amidst the dynamics of international logistics activities. Therefore, an organizational culture that supports cooperation, responsibility, and a service orientation is believed to improve the company's overall service quality.

Several previous studies have shown that organizational culture influences service quality and organizational performance. Research by Hidayati et al. (2024) explains that organizational

culture plays a crucial role in improving employee work effectiveness and performance quality by creating a work environment that supports productivity. Furthermore, research by Putri & Sari (2024) shows that organizational culture significantly influences employee work quality in service organizations. Another study by Zaky (2021) also confirms that a positive organizational culture can improve service quality through employee motivation and commitment.

Although numerous studies have been conducted on organizational culture, most of the research focuses on manufacturing logistics, logistics, and hospitals. Research specifically examining the relationship between organizational culture and service quality in import forwarding companies is still limited. This is despite the fact that forwarding companies have distinct operational characteristics compared to other service logistics, particularly in terms of service speed, document accuracy, and international logistics coordination. Therefore, this study is important in providing an overview of how organizational culture plays a role in improving service quality in import forwarding companies.

Based on this description, this study aims to analyze the role of organizational culture in improving the service quality of import forwarding companies. The results are expected to provide practical contributions to companies in strengthening a service-oriented work culture and serve as an academic reference in developing studies on service marketing management and organizational management in logistics.

## **METHODS**

### **1. Type of research**

This study uses a quantitative approach with a survey method to analyze the relationship between organizational culture and service quality at an import forwarding company. The quantitative approach was used because it can objectively measure the relationship between variables through statistical data processing (ardiansyah et al., 2023).

### **2. Research Location and Time**

The study was conducted at PT Mitra Transindo Perkasa, an import forwarding company in North Jakarta. Data collection took place from March to June 2025.

### **3. Population and Sample**

The population in this study was all 44 employees of PT Mitra Transindo Perkasa. The sampling technique used was total sampling, thus the entire population served as respondents.

### **4. Data Collection Technique**

Research data were obtained by distributing questionnaires to respondents. Data analysis was conducted using a Likert scale to measure respondents' perceptions and opinions regarding the research variables. The Likert scale was used because it provides a systematic overview of respondents' responses to the phenomenon under study (Handayani et al., 2023).

### **5. Research Variables**

The independent variable in this study is organizational culture, measured through indicators of work communication, discipline, teamwork, organizational values, and service orientation. The dependent variable is service quality, measured through service responsiveness, timeliness, service coordination, and quality of communication with customers.

**Table 1.** Research variables

Variable	Indicator
Organizational culture	Work communication, discipline, teamwork, service orientation.
Service Quality	Service responsiveness, timeliness, communication quality, service coordination

Based on Table 1, organizational culture variables are measured through several indicators related to communication patterns, work discipline, teamwork, and service orientation within the company. Meanwhile, service quality variables are measured through indicators of service responsiveness, timeliness, communication quality, and customer service coordination. All indicators are measured using a 1–5 Likert scale.

## 6. Data Analysis Techniques

Data were analyzed using IBM SPSS version 21 software. The analysis included validity testing, reliability testing, classical assumption testing, simple linear regression analysis, t-tests, and the coefficient of determination ( $R^2$ ) to determine the effect of organizational culture on the service quality of import forwarding companies.

Instrument testing was conducted through validity and reliability tests to ensure the questionnaire items accurately and consistently measured the research variables. Reliability testing used the Cronbach's Alpha coefficient with IBM SPSS version 21 to determine the internal consistency of the research instrument (Reza et al., 2026).

## RESULT AND DISCUSSION

### 1. Research Results

#### a. Respondent Characteristics

The respondents in this study were 44 employees of PT Mitra Transindo Perkasa, which operates in the import forwarding sector. Respondent characteristics included gender, age, education level, and length of service.

**Table 2.** Respondent Characteristics

Gender	Amount	Percentage
Man	28	63,6%
Woman	16	36,4%

Source: processed, 2025

According to Table 2, the majority of respondents in this study were male (63.6%). This indicates that the operational activities of import forwarding companies are still dominated by male workers involved in administrative and logistics operations.

**b. Instrument Test Results**

**1. Validity Test**

**a. Organizational Culture**

**Table 3.** Validity Test Results

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	36.98	17.511	.444	.794
X1.2	36.82	16.617	.569	.778
X1.3	36.48	18.999	.337	.803
X1.4	36.36	19.958	.323	.803
X1.5	36.55	19.882	.357	.801
X1.6	36.86	18.307	.415	.796
X1.7	37.30	16.725	.615	.772
X1.8	37.07	19.088	.384	.798
X1.9	36.93	15.646	.679	.762
X1.10	36.84	16.555	.667	.765

Source: processed, 2025

Table 3 shows the results of the validity test on the organizational culture variable, indicating that all statement items had a Corrected Item-Total Correlation value above 0.30, thus all items were declared valid and suitable for use in the study.

**b. Employee performance**

**Table 4.** Validity Test Results

<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Y1.1	37.89	17.359	.583	.827
Y1.2	37.77	17.854	.415	.841
Y1.3	38.61	16.754	.447	.843
Y1.4	37.89	16.429	.733	.813
Y1.5	37.93	17.135	.659	.822
Y1.6	37.89	16.150	.631	.821
Y1.7	37.66	19.114	.307	.847
Y1.8	37.91	15.805	.543	.833
Y1.9	38.00	16.791	.564	.828
Y1.10	37.68	17.385	.665	.823

Source: processed, 2025.

Table 4 shows the results of the validity test on the service quality variable. The test results indicate that all statement items have a Corrected Item-Total Correlation value above 0.30, thus all items are declared valid and suitable for use in this research.

2. Reliability Test

Table 5. Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.805	10

Source: processed, 2025

Table 5 shows the results of the reliability test on the service quality variable. A Cronbach's Alpha value of 0.805 indicates that the research instrument has a good level of reliability, as the alpha value is greater than 0.70. Therefore, all statement items are considered reliable and consistent for use in the study.

c. Regression Analysis Results

After conducting validity and reliability testing, the next stage is a simple linear regression analysis to determine the influence of organizational culture on the quality of import forwarding company services.

Table 6. Results of the t-test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.639	4.819		4.075	.000		
	XTOTAL	.553	.118	.586	4.681	.000	1.000	1.000

a. Dependent Variable: YTOTAL

Source: processed, 2025.

Table 6 shows the results of a t-test on the effect of organizational culture on the service quality of import forwarding companies. The test results yield a regression coefficient of 0.553, with a calculated t-value of 4.681 and a significance level of 0.000. A significance level of less than 0.05 indicates that organizational culture has a positive and significant effect on the service quality of import forwarding companies. This suggests that the better the organizational culture implemented by a company, the higher the quality of service provided.

Table 7. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.586 <sup>a</sup>	.343	.327	3,727

a. Predictors: (Constant), Total\_PX

Source: processed, 2025.

Table 7 shows the coefficient of determination ( $R^2$ ) of 0.343. This value indicates that organizational culture contributes 34.3% to the service quality of import forwarding companies, while the remaining 65.7% is influenced by factors outside the research

variables. Furthermore, the correlation ( $R^2$ ) value of 0.586 indicates that the relationship between organizational culture and service quality is moderate.

The regression analysis results indicate that organizational culture has a positive and significant influence on the service quality of import forwarding companies. These findings demonstrate that organizational culture is a crucial factor in supporting the effectiveness of logistics service companies.

## 2. Research Discussion

The research results show that organizational culture has a positive and significant influence on the service quality of import forwarding companies. A good organizational culture can create more effective work communication patterns, improve work discipline, and strengthen teamwork in the customer service process. In import forwarding companies, service quality is significantly influenced by timeliness of service, speed of response, and coordination between company departments.

These research findings align with research by Sunaryondi (2019), which explains that organizational culture positively influences employee performance in logistics companies. A good organizational culture can create a conducive work environment, strengthen internal communication, and act as a social glue among employees, supporting improvements in the quality of the company's work and services.

Furthermore, research by Angin et al. (n.d.) shows that service quality in logistics companies is influenced by service effectiveness, work accuracy, and the ability of employees to respond to customer needs. This research confirms that service quality in logistics companies is influenced not only by operational systems but also by the quality of human resources and the organizational work environment.

This research is also supported by Lin et al. (2023), who explain that a strong organizational culture can improve the service quality of service companies by increasing work commitment, organizational discipline, and effective internal communication. A service-oriented organizational culture will shape work behaviors that are more responsive to customer needs.

In the context of import forwarding companies, organizational culture is crucial because service activities carry high levels of work pressure and require precision and speed of service. Employees are required to work collaboratively, adapt quickly to changes in logistics activities, and maintain quality communication with customers. Therefore, an organizational culture that supports teamwork, discipline, and a service orientation can optimally improve the service quality of import forwarding companies.

The results of this study also align with research by Hidayati et al. (2024), which explains that organizational culture influences work effectiveness and service quality by creating a work environment that supports employee productivity. A work environment with a positive organizational culture will improve coordination between employees and strengthen the organization's service quality.

Furthermore, Putri & Sari (2024) explain that organizational culture influences work and service quality in service organizations. The research shows that a strong organizational culture can increase job satisfaction and the effectiveness of customer service.

The coefficient of determination ( $R^2$ ) of 0.343 indicates that organizational culture contributes 34.3% to the service quality of import forwarding companies, with the remainder influenced by factors outside the study. This suggests that service quality in forwarding

companies is not solely influenced by organizational culture, but also by other factors such as operational systems, information technology, work experience, and the quality of service communication.

Therefore, organizational culture can be an internal strategy for import forwarding companies to improve service quality. Implementing a work culture that supports effective communication, work discipline, teamwork, and a service orientation is expected to improve service effectiveness and strengthen the competitiveness of logistics service companies in an increasingly competitive industry.

## CONCLUSION

Based on the research results, organizational culture has been shown to have a positive and significant impact on the service quality of import forwarding companies. A strong organizational culture can improve internal communication, work discipline, teamwork, and customer service orientation, thus supporting improved service quality. The regression analysis results indicate that organizational culture contributes 34.3% to the service quality of import forwarding companies, with the remainder influenced by factors outside the study.

In the context of import forwarding companies, service quality is significantly influenced by the company's ability to maintain work coordination, provide timely service, and be responsive to customer needs. Therefore, implementing an organizational culture that supports cooperation, effective communication, and a service orientation is crucial for improving the service effectiveness of logistics companies.

This research is expected to provide evaluation material for import forwarding companies in strengthening their organizational culture to improve service quality and competitiveness in the logistics industry.

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