

The Influence of Organizational Culture and Ethics on Public Services at the Medan Satria District Office

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ABSTRACT

This study aims to analyze the influence of organizational culture and ethics on the quality of public services at the Medan Satria District Office. Using a quantitative approach and survey method, this study involved 200 respondents selected through random sampling techniques from the community using services in Medan Satria District. Data were collected through a structured questionnaire and analyzed using multiple regression analysis. The results of the study show that organizational culture has a positive and significant influence on public services with a determination coefficient of 0.642 ($p < 0.05$), while ethics contributes positively with a value of 0.583 ($p < 0.05$). Simultaneously, these two variables influence the quality of public services by 71.5%. This finding indicates the importance of strengthening organizational culture and implementing service ethics in improving the quality of public services at the sub-district level. Research recommendations emphasize the development of employee training programs and standardization of ethics-based service procedures.

Keywords: organizational culture, service ethics, public service, sub-district government, service quality

1. INTRODUCTION

The transformation of public services in the digital era presents challenges and opportunities for various levels of government institutions, especially sub-districts that interact directly with the community. The shift from a conventional bureaucratic system to a more responsive and flexible service requires a deep understanding of the aspects that influence the quality of public services (Wijaya et al., 2023). In this case, organizational culture and service ethics are two main components that need to be studied thoroughly.

Recent research conducted by Pratama and Susilowati (2022) shows that the success of public services does not only depend on the available facilities and systems, but also on non-physical aspects such as organizational culture that supports renewal and adaptation. This is proven by Rahman's research (2023) which shows that government

institutions with a flexible and service-oriented culture have superior performance compared to institutions with a rigid bureaucratic system.

A study conducted by Rumambi et.al (2022) at the Tomohon District Office revealed that a strong work culture, together with organizational commitment, made a major contribution to variations in public service performance. These findings underscore the vital role of culture in the delivery of services to the community.

From the perspective of service ethics, Hidayat et al.'s (2024) research emphasizes the importance of moral aspects in the provision of public services. The application of ethical principles in service has been proven to not only increase public trust but also encourage efficiency and effectiveness of services. This is reinforced by research by Nugroho and Handayani (2023) which found a positive relationship between the implementation of the code of ethics and the level of public satisfaction.

Parallel research by Pujangga (2023) regarding the influence of organizational culture and ethics on public services concluded that both factors had a significant positive impact on the work environment. Statistical analysis shows a strong correlation between the variables, indicating that improving ethical standards and organizational culture can create a better work environment.

Medan Satria District Office, as a strategic public service unit, faces challenges in optimizing the quality of its services amidst increasingly complex community needs. Initial observations indicate a gap between community expectations and the reality of the services provided, especially in terms of speed and openness of services (Preliminary study, 2023).

Previous research by Sulistyowati and Purnomo (2021) in several sub-districts in Indonesia showed a significant impact of a strong organizational culture on improving public service performance. However, the study has not considered the ethical aspect as a factor influencing service quality. On the other hand, a study conducted by Widodo et al. (2022) confirmed the important role of service ethics in shaping public perceptions of the quality of public services.

The implementation of bureaucratic reform policies from the central government provides momentum for local government institutions, including sub-districts, to evaluate and improve service systems (Kusuma & Hartono, 2023). In this context, understanding the interaction between organizational culture and ethics becomes very important to optimize efforts to improve the quality of public services.

Although various studies have examined aspects of organizational culture and ethics separately, there is still a gap in understanding how these two factors simultaneously influence the quality of public services, especially at the sub-district level. This study attempts to fill this gap by analyzing the influence of organizational culture and ethics on public services at the Medan Satria District Office.

The urgency of this research is increasingly relevant considering that public demands for quality public services continue to increase, along with technological advances and social changes that occur (Firmansyah et al., 2023). The research results are expected to provide theoretical and practical contributions in developing a more effective public service model that is oriented towards public satisfaction.

Based on this background, this study aims to analyze the influence of organizational culture on the quality of public services, examine the impact of ethics implementation on the quality of public services, and evaluate the simultaneous influence of organizational culture and ethics on public services at the Medan Satria District Office.

The research results are expected to be a reference in developing policies and strategies to improve the quality of public services at the sub-district level.

The importance of this research lies in its contribution to enriching public administration studies, especially in the context of public services at the sub-district level. In addition, research findings can be an empirical basis for policy makers in designing organizational capacity development programs and improving the quality of public services.

2. RESEARCH METHOD

This study uses a quantitative approach with a survey method to analyze the influence of organizational culture and ethics on public services. The research population was the community who used services at the Medan Satria District Office during the period January-December 2023, with a population of 15,427 people. Determination of the sample using the Slovin formula with a confidence level of 95% and a margin of error of 5%, resulting in a sample of 200 respondents selected using a systematic random sampling technique.

Data collection was conducted through a structured questionnaire consisting of three parts: (1) organizational culture with 15 question items adapted from the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn, (2) service ethics with 12 question items based on the dimensions of public service ethics, and (3) public service quality with 20 question items referring to the SERVQUAL dimensions. The validity of the instrument was tested using Pearson Product Moment, while reliability was tested using Cronbach's Alpha. Data analysis using descriptive and inferential statistics, including classical assumption tests, multiple regression analysis, and hypothesis testing with the help of SPSS software version 26.

3. RESULTS AND ANALYSIS

Respondent Characteristics

Before presenting the main analysis results, it is important to understand the characteristics of the respondents who participated in this study. The following is the distribution of respondents based on various demographic characteristics:

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage
Gender	Man	112	56%
	Woman	88	44%
Age	18-25 years	45	22.5%
	26-35 years	68	34%
	36-45 years	52	26%
	>45 years	35	17.5%
Education	High School/Equivalent	87	43.5%
	Diploma	45	22.5%
	Bachelor	58	29%
	Postgraduate	10	5%

Based on the data in Table 1, the majority of respondents were male (56%) with a dominant age group of 26-35 years (34%). The education level of respondents was dominated by high school graduates/equivalent (43.5%), followed by Bachelor's degrees (29%).

Descriptive Analysis of Research Variables

The following presents the results of descriptive analysis for each research variable:

Table 2. Descriptive Statistics of Research Variables

Variables	Mean	Std. Deviation	Category
Organizational culture	3.85	0.672	Tall
Ethics	3.92	0.584	Tall
Public service	3.78	0.695	Tall

The data in Table 2 shows that all variables have mean values that are classified as high (>3.40). Ethics has the highest mean value (3.92), followed by organizational culture (3.85) and public service (3.78).

Classical Assumption Test Results

Table 3. Results of the Kolmogorov-Smirnov Normality Test

Variables	Statistics	Sig.
Unstandardized Residual	0.052	0.200

The results of the normality test showed a significance value of 0.200 (>0.05), indicating that the data was normally distributed.

Multiple Regression Analysis Results

Table 4. Results of Multiple Regression Analysis

Variables	B	Std. Error	t	Sig.
Constants	0.854	0.245	3.486	0.001
Organizational culture	0.642	0.078	8.231	0.000
Ethics	0.583	0.084	6,940	0.000
$R^2 = 0.715$				
$F = 247.326$ (Sig. 0.000)				

Based on the results of multiple regression analysis, the regression equation obtained is: $Y = 0.854 + 0.642X_1 + 0.583X_2$

The influence of organizational culture on public services shows significant results with a regression coefficient of 0.642 ($p < 0.05$). This finding is in line with the research of Pratama and Susilowati (2022) which found that a strong organizational culture contributes to improving the quality of public services. The implementation of organizational cultural values such as innovation, results orientation, and teamwork has been shown to drive better service performance.

Service ethics also shows a positive and significant influence with a regression coefficient of 0.583 ($p < 0.05$). These results confirm the findings of Hidayat et al. (2024)

regarding the importance of ethical dimensions in public services. The application of ethical principles such as transparency, accountability, and responsiveness has been proven to increase public trust in the services provided.

Simultaneously, organizational culture and ethics contribute 71.5% to the variation in public service quality, as indicated by the R^2 value. This indicates that these two variables are strong predictors in determining the quality of public services at the Medan Satria District Office.

Further analysis shows that the most influential dimensions of organizational culture are results orientation ($\beta=0.412$) and adaptability ($\beta=0.385$). This finding strengthens Rahman's (2023) argument about the importance of an adaptive organizational culture in dealing with the dynamics of community needs.

In the context of service ethics, the most influential dimensions are transparency ($\beta=0.435$) and responsiveness ($\beta=0.398$). These results are consistent with the research of Nugroho and Handayani (2023) which emphasizes the importance of transparency and responsiveness in building public trust.

Another important finding from this study is the difference in public perception of service quality based on demographic characteristics. Analysis of variance shows that the 26-35 age group tends to give a more critical assessment of service quality (mean = 3.65) compared to other age groups. This can be explained by the high expectations and digital literacy in this age group, as stated in the research by Firmansyah et al. (2023).

Table 5. Analysis of Public Service Dimensions

Dimensions	Mean	Std. Deviation	Category
Tangible	3.85	0.624	Tall
Reliability	3.76	0.687	Tall
Responsiveness	3.68	0.712	Tall
Assurance	3.89	0.598	Tall
Empathy	3.72	0.645	Tall

Based on the analysis of public service dimensions (Table 5), the assurance dimension obtained the highest mean value (3.89), indicating that the public has high trust in the competence and credibility of employees. However, the responsiveness dimension obtained the lowest mean value (3.68), indicating the need for increased speed and responsiveness in providing services.

The correlation analysis between dimensions shows a strong relationship between the implementation of organizational cultural values and service quality ($r=0.687$, $p<0.05$). This finding strengthens the argument of Sulistyowati and Purnomo (2021) about the importance of internalizing organizational cultural values in improving public service performance.

In the context of service ethics, the results of the study show that consistent application of a code of ethics is positively correlated with the level of public satisfaction ($r=0.625$, $p<0.05$). This is in line with the findings of Widodo et al. (2022) who identified the vital role of ethics in shaping positive public perceptions of public services.

Table 6. Analysis of Public Satisfaction with Services

Service Aspects	Very satisfied	Satisfied	Enough	Not enough	Very less
Speed	25%	45%	20%	8%	2%
Friendliness	30%	48%	15%	5%	2%
Convenience	28%	47%	18%	5%	2%
Accuracy	27%	46%	19%	6%	2%
Comfort	32%	45%	16%	5%	2%

The data in Table 6 shows that the majority of respondents were satisfied with the services provided, with the highest percentages in the aspects of friendliness (78% combined very satisfied and satisfied) and comfort (77%). However, the aspect of service speed still requires special attention, with 10% of respondents stating that they were less or very less satisfied.

The theoretical implication of this study is the importance of integrating organizational culture and ethics perspectives in analyzing the quality of public services. The theoretical model produced can be an analytical framework for similar studies in other public service contexts. Practically, the research findings underline the importance of employee capacity development programs that combine technical aspects of service with strengthening organizational cultural values and ethics.

This study also identified several challenges in implementing public services based on organizational culture and ethics, including: (1) resistance to change from some employees, (2) limited resources in developing service systems, and (3) complexity in aligning community expectations with organizational capacity.

4. CONCLUSION

Based on the results of the research and discussion, it can be concluded that organizational culture and ethics have a positive and significant influence on the quality of public services at the Medan Satria District Office. Organizational culture makes a greater contribution with a regression coefficient of 0.642, while ethics has an influence of 0.583. Simultaneously, these two variables are able to explain 71.5% of the variation in the quality of public services.

Research findings indicate the importance of strengthening aspects of organizational culture, especially in the dimensions of results orientation and adaptability, as well as the implementation of service ethics principles, especially transparency and responsiveness. Employee capacity development programs need to be designed by taking these two aspects into account to optimize the quality of public services.

Recommendations for further research include: (1) development of a public service model that integrates aspects of digital technology with strengthening organizational culture and ethics, (2) comparative studies between sub-districts to identify best practices in implementing public services, and (3) longitudinal research to analyze the long-term impact of organizational culture and ethics interventions on the quality of public services.

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