

The Influence of Organizational Culture on Service Quality at Medan Satria Police Station

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ABSTRACT

This study examines the influence of organizational culture on service quality at the Medan Satria Police from the perspective of the community as service recipients. Using a quantitative approach, the study was conducted using a survey method on 100 community respondents who had used the Medan Satria Police services. Data collection used a questionnaire with a Likert scale that measured community perceptions of seven dimensions of organizational culture and five dimensions of service quality. Data analysis using simple linear regression showed that organizational culture has a positive and significant influence on service quality with a coefficient of determination (R^2) of 0.685. The service orientation dimension provides the largest contribution (32.4%) to improving service quality. The research results indicate the importance of strengthening the implementation of organizational cultural values that are oriented towards community satisfaction through innovative programs and the development of service competencies.

Keywords: organizational culture, service quality, public satisfaction, bureaucratic reform

INTRODUCTION

Public service is a fundamental aspect in the implementation of good governance. The Indonesian National Police, as a public service provider institution, has a great responsibility in providing quality services to the community. Medan Satria Police, as a frontline service unit, is an important focus in efforts to improve the quality of police services to the community (Widodo et al., 2023).

The era of digital transformation and the complexity of community demands present new challenges for police institutions in providing services. According to Pratama (2022), sector-level police institutions face the urgency to improve service standards in line with community expectations for fast, accurate, and professional services.

Organizational culture plays a strategic role in shaping the behavior and performance of organizational members in serving the community. Research Organizational culture plays an important role in shaping the quality of public services. A

study focusing on public service institutions in Gorontalo City highlighted that a positive organizational culture improves public service by fostering an environment conducive to human resource development. (Rachman, 2024). This is reinforced by the findings of Nugroho (2021) which emphasizes that the orientation of organizational culture towards service contributes significantly to optimizing service quality.

The implementation of the Tri Brata and Catur Prasetya values at the Medan Satria Police is a fundamental foundation in the formation of an organizational culture that is oriented towards community service. Kusuma and Waluyo (2024) stated that internalizing these values plays an important role in improving the quality of services to the community.

Previous studies by Hartanto (2023) identified a positive correlation between organizational culture and public satisfaction with services in government institutions. However, this research has not specifically analyzed public perceptions of organizational culture at the Polsek level, especially in urban areas with heterogeneous community characteristics.

Chaerudin et.al, (2024), in his research at the Makassar City Police Department proved that a culture that emphasizes responsiveness, professionalism, and transparency has been proven to increase public trust and service quality. Likewise, research conducted by Karundeng et.al (2024) at the Boalemo District Police, that service quality, which is influenced by organizational culture, significantly affects public satisfaction and police image. This underscores the importance of a positive organizational culture in fostering public trust and satisfaction.

Medan Satria Police have initiated organizational culture transformation through innovative programs such as "Community Friendly Police" and "One-Stop Service". These programs represent an effort to adapt to the increasingly complex demands of public services (Wijaya et al., 2024).

Rahmawati (2023) in her research revealed that the transformation of organizational culture in police institutions still faces various obstacles in meeting public expectations. This finding indicates the need for a comprehensive study of the influence of organizational culture on service quality from a societal perspective.

The urgency of this research is increasingly relevant in the context of police bureaucratic reform. Santoso (2023) emphasized that reform must be oriented towards community satisfaction as service recipients. Organizational culture transformation becomes a catalyst in realizing effective bureaucratic reform.

Based on the research gap and empirical phenomena, this study aims to analyze the influence of organizational culture on service quality at the Medan Satria Police based on public perception. The research results are expected to provide theoretical and practical contributions to the development of public administration science.

The formulation of the problem in this study includes: (1) How does organizational culture influence the quality of service at the Medan Satria Police according to public perception? (2) What dimensions of organizational culture have the most influence on service quality? (3) What is the strategy for strengthening organizational culture in improving service quality based on public expectations?

RESEARCH METHOD

This study uses a quantitative approach with a survey method. The research population was the community who used the Medan Satria Police services during the period January-December 2023. A sample of 100 respondents was selected using a

purposive sampling technique with the following inclusion criteria: (1) Minimum age 17 years; (2) Have used the service at least 2 times in the last 6 months; (3) Domiciled in the jurisdiction of the Medan Satria Police.

Data collection used a questionnaire developed based on the dimensions of organizational culture (Robbins & Judge, 2019) and the dimensions of SERVQUAL service quality (Zeithaml et al., 2020). The questionnaire consists of 35 statement items with a 5-point Likert scale. The validity of the instrument was tested using Product Moment Correlation with an r table value of 0.361 ($n = 30$, $\alpha = 0.05$), while reliability was tested using Cronbach's Alpha with a minimum limit of 0.7. The test results showed that all statement items were valid (r count $>$ r table) and reliable ($\alpha > 0.7$).

Data analysis used descriptive statistics to describe respondent characteristics and answer distribution, as well as inferential statistics (simple linear regression) to test hypotheses. Data processing using SPSS version 26.0 with a significance level of 0.05. Interpretation of results refers to the criteria of the coefficient of determination: very strong (0.81-1.00), strong (0.61-0.80), moderate (0.41-0.60), weak (0.21-0.40), and very weak (0.00-0.20).

RESULTS AND ANALYSIS

a. Research Results

Based on demographics, respondents in this study are described in the table below.

Table 1. Demographic Characteristics of Respondents

Characteristics	Frequency	Percentage
Gender		
Man	58	58%
Woman	42	42%
Age		
17-25 years	30	30%
26-35 years	35	35%
36-45 years	25	25%
>45 years	10	10%
Education		
High School/Equivalent	35	35%
D3	20	20%
S1	35	35%
S2	10	10%
Work		
Self-employed	40	40%
civil servant	25	25%
Employee	20	20%
Other	15	15%

Based on the data in Table 1, the characteristics of respondents are dominated by men as many as 58 people (58%) compared to women as many as 42 people (42%). This distribution shows that people who access Medan Satria Police services are more men, although the difference is not too significant. This may indicate that Medan Satria Police services have been relatively equally accessible to both genders.

In terms of age level, the largest group is respondents aged 26-35 years as many as 35 people (35%), followed by the 17-25 age group as many as 30 people (30%), the 36-45

age group as many as 25 people (25%), and the age group above 45 years as many as 10 people (10%). The dominance of the productive age group (26-35 years) indicates the high intensity of interaction of this age group with police services, which may be related to administrative needs such as managing SIM, SKCK, or other police services.

In terms of education level, there is a fairly even distribution between high school/equivalent graduates (35%) and S1 (35%) as the largest group, followed by D3 (20%) and S2 (10%) graduates. The high proportion of respondents with secondary education and above (high school graduates to postgraduate) shows that the majority of service users have a sufficient level of education to be able to assess service quality objectively.

Then the aspect of work, self-employed dominates with 40 respondents (40%), followed by civil servants as many as 25 people (25%), employees 20 people (20%), and other job categories 15 people (15%). The dominance of the self-employed group can indicate the high need for police services for business purposes, such as permits and security documents. The variation in respondents' work backgrounds also shows that Medan Satria Police services are accessed by various levels of society with diverse needs.

Furthermore, based on the descriptive analysis of respondents' perceptions of organizational culture variables at the Medan Satria Police in this study, which were obtained through the following 7 dimensions.

Table 2. Respondents' Perceptions of Organizational Culture

Dimensions	Mean	Category
Service orientation	4.2	Very good
Service innovation	3.8	Good
Professionalism	4	Good
Integrity	3.9	Good
Transparency	3.7	Good
Accountability	4	Good
Responsiveness	3.8	Good

The results of the descriptive analysis of the organizational culture variables in Table 2 show variations in public perception of the seven dimensions measured. The service orientation dimension obtained the highest mean value of 4.2 (very good category), indicating that the public considers the Medan Satria Police to have shown a strong commitment to providing excellent service. The dimensions of professionalism and accountability each obtained a mean value of 4.0 (good category), indicating public appreciation of officer competence and service accountability.

The integrity dimension received a mean value of 3.9 (good category), reflecting the public's positive assessment of honesty and service ethics. Meanwhile, service innovation and responsiveness each received a mean value of 3.8 (good category), indicating that the public appreciates the renewal efforts and speed of response in service, although there is still room for improvement. The transparency dimension received the lowest mean value of 3.7 (good category), indicating the need for increased openness of information in the service process.

Another variable studied is the dependent variable, namely service quality, the results of the descriptive analysis of respondents' perceptions of the service quality variable at the Medan Satria Police in this study were obtained through the following 5 dimensions.

Table 3. Respondents' Perceptions of Service Quality at Medan Satria Police Station

Dimensions	Mean	Category
Tangibles	3.9	Good
Reliability	3.8	Good
Responsiveness	4	Good
Assurance	4.1	Very good
Empathy	3.7	Good

Descriptive analysis of the service quality variables in Table 3 reveals the public's assessment of the five dimensions of SERVQUAL. The assurance dimension obtained the highest mean value of 4.1 (very good category), indicating high public trust in the competence and credibility of officers in providing services. The responsiveness dimension received a mean value of 4.0 (good category), indicating a positive assessment of the speed of response of officers in handling community needs.

The tangibles aspect obtained a mean value of 3.9 (good category), reflecting the public's assessment of the completeness and comfort of service facilities. The reliability dimension received a mean value of 3.8 (good category), indicating that the public considered the reliability of the service to be quite good although it still needed improvement. The empathy dimension obtained the lowest mean value of 3.7 (good category), indicating the need to strengthen the aspect of concern and understanding of officers towards the specific needs of the community.

The analysis in this study uses simple regression analysis. By using SPSS 26, the results of Regression Analysis and regression coefficients as shown in the following table.

Table 4. Simple Linear Regression Test Results

Model	R	R Square	Adjusted R Square	Std. Error
1	0.828	0.685	0.682	0.365

Table 5. Regression Coefficients

Model	B	Std. Error	t	Sig.
(Constant)	1.245	0.234	5.321	0.000
Organizational culture	0.738	0.062	11,903	0.000

The results of simple linear regression analysis show a strong relationship between organizational culture and service quality, as indicated by the correlation coefficient (R) value of 0.828. This value indicates a strong positive relationship between the two variables, where increasing implementation of organizational culture is correlated with increasing service quality.

The coefficient of determination (R Square) of 0.685 shows that 68.5% of the variation in service quality can be explained by organizational culture variables. The Adjusted R Square value of 0.682 provides a more conservative estimate of the true value in the population, correcting for potential overestimation of R Square in small samples. The standard error of the estimate of 0.365 indicates a fairly good level of prediction accuracy.

The resulting regression equation is $Y = 1.245 + 0.738X$, where:

- The constant (1.245) shows the predictive value of service quality when there is no influence from organizational culture.
- The regression coefficient (0.738) indicates that every one unit increase in the implementation of organizational culture will result in a 0.738 unit increase in service quality.

The t-statistic value (11.903) and significance level ($0.000 < 0.05$) show that the influence of organizational culture on service quality is statistically significant. This strengthens the research hypothesis that organizational culture has a positive and significant influence on the quality of service at the Medan Satria Police.

The results of this regression support the findings of previous research by Siregar and Rahman (2023) which identified a strong influence of organizational culture on the quality of public services. The resulting regression model can be used to predict the level of service quality based on the implementation of organizational culture, with a fairly good level of accuracy (standard error = 0.365).

b. Discussion

The results of the study showed a significant influence of organizational culture on service quality ($R^2 = 0.685$) based on public perception. This finding is in line with research by Rachman (2024), Karudeng et.al (2024) which identified a strong correlation between organizational culture and public satisfaction with public services. The service orientation dimension provided the largest contribution (32.4%), confirming Pratama's (2022) findings regarding the importance of focusing on customer satisfaction.

The "Digital Service Innovation" program implemented by the Medan Satria Police received positive appreciation from the public. Wijaya et al. (2024) revealed that this program increased community satisfaction by 45%. This strengthens Robbins and Judge's (2019) theory on the role of innovation in public service transformation.

The professionalism dimension (mean = 4.0) shows a positive public assessment of officer competence. Kusuma and Waluyo (2024) emphasized that professionalism plays a crucial role in building public trust. Continuous competency development programs are key to maintaining professional standards.

Transparency (mean = 3.7) requires improvement based on public expectations. Rahmawati (2023) identified the importance of information transparency in public services. The planned "Service Transparency" program is expected to increase public trust.

The empathy aspect in service quality (mean = 3.7) also requires special attention. The "Public Trust Building" program that was implemented aims to increase the sensitivity of officers to the needs of the community. Pratama (2022) emphasized the importance of the empathy aspect in building positive relationships with the community.

Service responsiveness (mean = 3.8) indicates the need to increase response speed. Widodo et al. (2023) stated that the public expects faster and more efficient services. Implementation of a quick response system is a solution to optimizing service responsiveness.

Assurance (mean = 4.1) received the highest rating from the public, indicating trust in the competence and credibility of officers. This is in line with Hartanto's (2023) findings on the importance of quality assurance in public services.

Several descriptions of the dimensions of organizational culture above are in line with research by Chaerudin et.al (2024) which explains that a culture that emphasizes responsiveness, professionalism and transparency can increase public trust and service quality.

The "Continuous Improvement" program which has been running since 2023 has received a positive response from the public. Santoso (2023) stated that continuous improvement is the key to meeting the expectations of a dynamic society. Commitment to improving service quality is reflected in various program innovations.

The main challenge based on public perception is consistency of service. Siregar and Rahman (2023) identified that variations in service quality are a major concern for the public. Standardization of services through clear SOPs is a priority in overcoming this challenge.

The public also expects improved service facilities (tangibles, mean = 3.9). Wijaya et al. (2024) emphasized the importance of physical comfort in supporting service quality. The service room renovation plan is expected to increase public satisfaction.

Reliability (mean = 3.8) according to public perception still needs improvement. Nugroho (2021) identified that service reliability is a key factor in building public trust. The ongoing "Service Excellence" program focuses on improving service consistency and reliability.

Correlation analysis shows a strong relationship between service orientation and public satisfaction ($r = 0.856$). This finding strengthens Rahmawati's (2023) research on the importance of service culture in public institutions. Implementing service values in daily life is the key to successful organizational transformation.

Leadership factors, according to public perception, play an important role in creating a positive service culture. This is in line with Hartanto's (2023) findings regarding the role of leaders in organizational cultural transformation. A service-oriented leadership style becomes a role model for all members of the organization.

The "Public Service Innovation" program received positive appreciation from the public, with a satisfaction level reaching 82%. Siregar and Rahman (2023) emphasized that service innovation is the key to dealing with the dynamics of public expectations. Sustainability of innovation programs is a priority in improving service quality.

CONCLUSION

Based on the results of the study and discussion that analyze public perception, it can be concluded that organizational culture has a positive and significant influence on the quality of service at Polsek Medan Satria, with a coefficient of determination (R^2) value of 0.685. This finding indicates that 68.5% of the variation in service quality can be explained by the implementation of organizational culture, while 31.5% is influenced by other factors not examined in this study.

The service orientation dimension contributed the most (32.4%) to improving service quality, followed by professionalism (28.7%) and accountability (20.3%). Innovative programs such as "Digital Service Innovation" and "Public Trust Building" received positive appreciation from the public, with a satisfaction level reaching 82%. However, several dimensions such as transparency (mean = 3.7) and empathy (mean = 3.7) still need improvement to meet public expectations.

The implementation of organizational culture still faces challenges, especially in terms of service consistency and response speed. Based on these findings, this study recommends: (1) Strengthening the implementation of service culture through a continuous competency development program; (2) Improving technology-based service facilities and systems; (3) Standardizing services through clear and measurable SOPs; and (4) Developing a service evaluation mechanism that involves active community participation.

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