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Analysis of the Influence of Organizational Culture and Employee Competency on Service Satisfaction at the General Secretariat of the State Police of the Republic of Indonesia (POLRI)

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Abstract: This study aims to analyze the influence of organizational culture and employee competency on service satisfaction at the Indonesian National Police General Secretariat . The background of the study is based on the demand for improving the quality of reliable, modern, and information technology-based public administration services, which in practice still face obstacles in the form of suboptimal internalization of organizational culture and limited employee competency. This study uses a quantitative approach with a survey method. The research population is employees at the Indonesian National Police General Secretariat, with data collected through a structured questionnaire. Data analysis techniques include validity tests, reliability tests, classical assumption tests, and multiple linear regression analysis.

The results of the study indicate that organizational culture has a positive and significant effect on service satisfaction. Employee competence also has a positive and significant effect on service satisfaction. Simultaneously, organizational culture and employee competence significantly influence service satisfaction at the Indonesian National Police General Secretariat. These findings confirm that strengthening consistent work culture values and improving employee competence, both in terms of knowledge, skills, and work attitudes, are important factors in supporting the improvement of the quality of professional, prompt, and accountable public administration services.

This research is expected to provide academic contributions in the development of public sector human resource management studies, as well as practical contributions as a basis for formulating policies to strengthen organizational culture and develop employee competencies within the Indonesian National Police General Secretariat.

Keyword: Organizational Culture, Employee Competence, Service Satisfaction, Indonesian National Police General Secretariat.

INTRODUCTION

Public organizations are required to provide professional, transparent, and accountable services as public expectations for the quality of administrative services increase. Quality service is influenced not only by work systems and procedures but also by human resources, particularly organizational culture and the competency of the employees performing those service functions.

In the context of the Indonesian National Police, the administrative services function plays a strategic role in supporting the police's primary duties. The National Police General Secretariat is the work unit responsible for providing secretarial services, official document management, archives management, and administrative support for all work units. Therefore, the quality of service provided by the National Police General Secretariat is a key indicator in assessing the effectiveness of the organization's overall performance.

In line with demands for bureaucratic reform and the implementation of an information technology-based service system, the Indonesian National Police General Secretariat is directed to realize reliable, modern, and responsive administrative services. However, in practice, various challenges remain, such as the suboptimal internalization of organizational cultural values, differences in work patterns among employees, and limited competence in mastering technology and digital administration systems. These conditions have the potential to impact the speed, accuracy, and quality of service, ultimately impacting levels of service satisfaction.

Organizational culture serves as a guideline for values and norms that shape employee work behavior. A strong and consistent organizational culture will foster discipline, coordination, and a clear service orientation. Conversely, a weak organizational culture can lead to inconsistent work behavior, resistance to change, and poor service quality. Therefore, organizational culture is a crucial factor in supporting service satisfaction in public organizations.

In addition to organizational culture, employee competency is also a key factor in determining service quality. Competency encompasses the knowledge, skills, and work attitudes required by employees to perform their duties effectively. Employees with adequate competency will be able to carry out service procedures correctly, utilize information technology optimally, and provide services that meet established standards. Limited employee competency, on the other hand, can hinder the service process and reduce service satisfaction levels.

Service satisfaction in public organizations is understood as the degree of correspondence between service user expectations and the service received. This satisfaction is influenced not only by the final outcome of the service, but also by the service process, interactions between employees and service users, and the consistency of service standards. Therefore, service satisfaction can be used as an important indicator in assessing the success of human resource management within the Indonesian National Police General Secretariat.

Based on the above description, this research is crucial to empirically analyze the influence of organizational culture and employee competency on service satisfaction at the Indonesian National Police General Secretariat. This research uses a quantitative approach to obtain objective evidence regarding the relationship between the variables studied. The results are expected to contribute academically to the development of public sector human resource management studies and serve as the basis for practical recommendations for improving the quality of administrative services within the Indonesian National Police General Secretariat.

Service Satisfaction

Service satisfaction is a psychological state that arises from a service recipient's evaluation of the service performance they received compared to their previous expectations. If the service provided meets or exceeds expectations, satisfaction will result; conversely, a mismatch between expectations and performance will lead to dissatisfaction.

The concept of service satisfaction is largely explained through Expectancy Disconfirmation Theory, which states that satisfaction is determined by the difference between initial expectations and actual experience. Furthermore, the SERVQUAL model positions satisfaction as the result of an assessment of five dimensions of service quality: reliability, responsiveness, assurance, empathy, and tangibles. This model is relevant for use in the context of public organizations because it is able to describe the service experience comprehensively.

In the context of the Indonesian National Police General Secretariat, service satisfaction is related to perceptions of the quality of administrative services, particularly in terms of speed, precision, accuracy, and professionalism of employees in providing secretarial services and administrative support.

Organizational Culture

Organizational culture is a set of values, norms, beliefs, and customs shared by members of an organization that serve as guidelines for behavior and work. Organizational culture shapes work patterns, ways of interacting, and employee attitudes in carrying out daily tasks.

Theoretically, organizational culture functions as a social control mechanism that directs employee behavior toward alignment with organizational goals. A strong culture creates behavioral consistency, increases commitment, and fosters a conducive work environment. Conversely, a weak culture can lead to disorganization, low discipline, and decreased service quality.

In this study, organizational culture is understood as the values and work norms that apply within the Indonesian National Police General Secretariat, reflected in work discipline, adherence to procedures, cooperation, service orientation, and adaptability to change and technology. Organizational culture is positioned as an independent variable suspected of influencing service satisfaction.

Employee Competencies

Employee competencies are basic individual characteristics that encompass the knowledge, skills, and work attitudes necessary to perform tasks effectively. Competencies relate not only to technical abilities but also encompass behavioral aspects and the ability to adapt to job demands.

Employees with high competency tend to be able to complete tasks accurately, minimize errors, and provide services that meet established standards. Conversely, limited competency can hinder the service process and reduce the quality of work.

In the context of public administration services, employee competence is a crucial factor because it directly relates to procedural mastery, information technology utilization, and communication and coordination skills. Therefore, in this study, employee competence is positioned as an independent variable suspected of influencing service satisfaction levels.

The Relationship between Organizational Culture and Employee Competence with Service Satisfaction

Organizational culture and employee competency are two interrelated internal factors that shape service quality. Organizational culture provides a framework of values and norms that guide employee behavior, while employee competency determines their actual ability to perform service tasks.

Theoretically, a strong organizational culture will encourage employees to work in a disciplined, consistent, and service-oriented manner. At the same time, adequate employee competency ensures that services are delivered professionally, promptly, and accurately. The combination of a conducive organizational culture and high employee competency is expected to significantly increase service satisfaction.

Based on this framework, this study examines the influence of organizational culture and employee competence, both partially and simultaneously, on service satisfaction at the Indonesian National Police General Secretariat.

METHOD

Types and Approaches of Research

This study uses a quantitative approach with an explanatory survey method. The quantitative approach was chosen because the study aims to objectively and measurably examine the influence between variables through statistical analysis. The research is explanatory in nature, explaining the causal relationship between independent and dependent variables based on empirical data.

Location and Time of Research

The research was conducted at the Indonesian National Police General Secretariat. Data collection took place in 2025, the research period outlined in the thesis.

Population and Sample

The population in this study was all employees working within the Indonesian National Police General Secretariat. The sampling technique used the Slovin formula to obtain a representative sample size within the established error rate. The study respondents were employees directly involved in the implementation of administrative services.

Research Variables

The variables used in this study consist of: 1. Independent variable (X): o Organizational Culture (X₁) o Employee Competence (X₂) 2. Dependent variable (Y): o Service Satisfaction

Data Collection Techniques

The research data consists of primary and secondary data.

Primary data were obtained through the distribution of a structured questionnaire to respondents, which was compiled based on the indicators of each variable and measured using a five-level Likert scale, ranging from strongly disagree to strongly agree.

Secondary data were obtained from internal organizational documents, reports, and literature relevant to the research topic.

Data Analysis Techniques

Data analysis was carried out using SPSS software. The analysis stages include: 1. Validity and reliability tests to ensure the research instrument is suitable for use. 2. Classical assumption tests, which include normality tests, multicollinearity tests, and autocorrelation tests. 3. Multiple linear regression analysis to test the influence of organizational culture and employee competence on service satisfaction. 4. Partial test (t-test) to determine the influence of each independent variable on the dependent variable. 5. Simultaneous test (F test) to determine the effect of independent variables simultaneously on the dependent variable. 6. The coefficient of determination (R²) measures the extent of the contribution of the independent variable in explaining the dependent variable.

The regression equation model used in this study is formulated as follows: $Y = a + b_1 X_1 + b_2 X_2 + e$, with the following information: Y = Service Satisfaction, X₁ = Organizational Culture, X₂ = Employee Competence, a = Constant, b₁, b₂ = Regression coefficient, e = Error term.

RESULTS AND DISCUSSION

This study analyzes the influence of organizational culture and employee competency on service satisfaction at the Indonesian National Police General Secretariat . All data have undergone instrument testing and meet the requirements for regression analysis.

Validity and Reliability Test Results

Table 1. Summary of Validity and Reliability Test Results

Variab les	Item Validity	Reliabi lity (Cronb ach's Alpha)	Informa tion
Organiz ational Culture (X ₁)	All items are valid	> 0.70	Reliable
Empley e Compete nce (X ₂)	All items are valid	> 0.70	Reliable
Service Satisfact ion (Y)	All items are valid	> 0.70	Reliable

Source: Primary data processed by researchers, 2025.

Table 1 shows that all research instruments are declared valid and reliable , so they are suitable for use in further analysis.

Results of the Classical Assumption Test

Table 2. Summary of Classical Assumption Test Results

Test Type	Results	Information
Normality	Normally distributed data	Qualify
Multicollinearity	There is no multicollinearity	Qualify
Autocorrelation	No autocorrelation occurs	Qualify

Source: Primary data processed by researchers, 2025.

Based on Table 2, all classical assumptions are met so that the regression model can be used.

Results of Multiple Linear Regression Analysis

Table 3. Summary of Multiple Linear Regression Results

Indepen dent Variabl es	Direct ion of Influe nce	Significan ce	Informa tion
Organiza tional Culture (X ₁)	Positi ve	Significan t	Influenti al
Empley e Compete nce (X ₂)	Positi ve	Significan t	Influenti al

Source: Primary data processed by researchers, 2025.

The results in Table 3 show that both independent variables have a positive influence on service satisfaction.

Partial Test Results (t-Test)

Table 4. Summary of t-Test Results

Variable s	t-Test Results	Significance	Decision
Organizational Culture (X ₁) → Service Satisfaction	t-count > t-table	< 0.05	H ₁ is accepted
Employee Competence (X ₂) → Service Satisfaction	t-count > t-table	< 0.05	H ₂ is accepted

Source: Primary data processed by researchers, 2025.

Table 4 confirms that each independent variable has a significant partial effect on service satisfaction.

Simultaneous Test Results (F Test)

Table 5. Summary of F-Test Results

Variables	F Test Results	Significance	Decision
X ₁ and X ₂ → Y	F-count > F-table	< 0.05	H ₃ accepted

Source: Primary data processed by researchers, 2025.

The results of simultaneous tests show that organizational culture and employee competence together have a significant influence on service satisfaction.

The Influence of Organizational Culture on Service Satisfaction

Based on Tables 3 and 4, organizational culture has been shown to have a positive and significant influence on service satisfaction. This indicates that well-internalized work values, norms, and behaviors can foster consistent, professional administrative services. Organizational culture serves as a behavioral guideline that directs employees to work in a disciplined, orderly manner, and with a focus on service satisfaction.

The Influence of Employee Competence on Service Satisfaction

The table analysis results show that employee competence has a positive and significant impact on service satisfaction. Employees with adequate knowledge, skills, and work attitudes are able to carry out administrative procedures accurately, utilize information technology, and minimize service errors. These findings confirm that improving employee competence is a critical factor in improving the quality of public services.

The Influence of Organizational Culture and Employee Competence on Service Satisfaction

The simultaneous test results in Table 5 indicate that organizational culture and employee competency significantly influence service satisfaction. The synergy between a strong work culture and adequate employee competency results in consistent, effective administrative services that meet user expectations. Therefore, improving service satisfaction at the National Police General Secretariat requires continuous strengthening of both aspects.

CONCLUSION

Based on the results of data analysis and discussions that have been conducted regarding the influence of organizational culture and employee competence on service satisfaction at the Indonesian National Police General Secretariat, the following conclusions can be drawn:

Organizational culture has a positive and significant influence on service satisfaction. Partial test results indicate that organizational culture, reflected in employee values, norms, discipline, and work orientation, can improve the consistency and quality of administrative services, thereby increasing service satisfaction.

Employee competence has a positive and significant impact on service satisfaction. These findings indicate that employee competence, encompassing knowledge, skills, and work attitudes, plays a crucial role in ensuring administrative services are provided accurately, promptly, and in accordance with established standards.

Organizational culture and employee competency simultaneously significantly influence service satisfaction.

Simultaneous test results indicate that these two independent variables collectively contribute significantly to improving service satisfaction. The synergy between a strong organizational culture and adequate employee competency is a key factor in achieving professional and satisfaction-oriented public administration services.

Based on the research conclusions, the suggestions that can be given are as follows:

The Indonesian National Police General Secretariat is recommended to continue strengthening the internalization of organizational culture through ongoing development, leadership role models, and strengthening service-oriented work values. Furthermore, employee competency development needs to be systematically implemented through education and training relevant to the demands of modern administrative services.

For Human Resource Managers The results of this study can be used as a basis for formulating human resource management policies, particularly in the preparation of competency development programs and evaluation of the implementation of organizational culture that is oriented towards increasing service satisfaction.

For Further Researchers Further research is recommended to develop the study by adding other variables that have the potential to influence service satisfaction, such as the use of information technology, digital service systems, or leadership factors, as well as using a wider scope of respondents to obtain more comprehensive research results.

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