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The Influence of Human Resource Management and Organizational Culture on The Quality of Service in The Purwasari Sector of Police

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Abstract: The purpose of this study was compiled to answer the formulation of the problems that have been determined, namely To analyze the influence of Human Resource Management on Service Quality, to analyze the influence of Human Resource Management on Service Quality and to analyze the simultaneous influence of Human Resource Management and Organizational Culture on Service Quality at Purwasari Police. The t-value for variable X_1 is 4.308, the t-table value for $N = 70$ is 1.994. So $4.308 > 1.994$, the influence of Human Resource Management (X_1) has an effect on Service Quality (Y), the t-value for variable X_2 is 4.308, the t-value for $N = 70$ is 1.994. So $4.308 > 1.994$, it is concluded that Organizational Culture (X_2) has an effect on Service Quality (Y) ANOVA test of 54.931 which is greater than the f table value for $N = 70$ of 2.74 or $54.931 > 2.81$ with a significant level of 0.000 because $0.000 < 0.05$, then the Influence of Human Resource Management (X_1) and Organizational Culture variables (X_2) together have an effect on the Service Quality variable (Y).

Keyword: Human Resource Management, Organizational Culture, Service Quality.

INTRODUCTION

Public service is one of the main indicators of the government's success in meeting the needs of the community. For the police, public service encompasses more than just administrative aspects, but also includes protection, patronage, law enforcement, and a rapid response to public reports. Therefore, the quality of service provided by the police must meet the principles of professionalism, modernity, and trustworthiness, as mandated by the National Police bureaucratic reform.

One factor that significantly contributes to service quality is Human Resource Management (HRM). Police human resources are a key asset in realizing professional and humane police services. The processes of human resource planning, recruitment, training, personnel placement, performance evaluation, and competency development must be effective

so that each member is able to provide services according to standards. Uneven training, lack of public service competency development, and the placement of personnel who do not fully match their expertise can directly impact the quality of service provided.

Beyond human resources, organizational culture also plays a crucial role in shaping the behavior and performance of police personnel. A strong organizational culture that reflects the values of discipline, integrity, responsibility, cooperation, and service orientation will encourage personnel to work professionally and responsively to community needs. However, when the organizational culture is not functioning well, for example, the persistence of a bureaucratic work culture, lack of coordination, a weak spirit of service, or a work culture that is not adaptive to change, it will directly impact the quality of service at the Purwasari Police.

The transformation of the Indonesian National Police (Polri) to realize the PRESISI (Precision Police) requires every personnel to be adaptive, competent, and prioritize equitable service. However, in its implementation at the Polsek level, changes in organizational culture and strengthening of human resource management have not always been optimal. There is still a need to develop a culture of excellent service, internalize professional ethical values, improve knowledge of information technology, and optimize the role of leaders in providing examples and supervision. This is crucial considering that the Purwasari Polsek is the spearhead of public service, so any shortcomings in organizational culture and human resource management will be directly reflected in the quality of service to the public.

This demonstrates that organizational culture plays a significant role in shaping the attitudes and behavior of personnel in providing services to the public. Therefore, improving the quality of service at the Purwasari Police cannot be achieved solely by improving SOPs or physical facilities; it must be accompanied by strengthening the organizational culture and sustainable human resource development. This will reinforce the phenomenon.

Suboptimal human resource management, such as lack of training, inappropriate placement, minimal performance evaluation, and a disproportionate number of personnel, will have a direct impact on slow service and decreased public satisfaction, organizational culture within the Purwasari Police Sector influences the work patterns, attitudes, and behavior of Polri members. A strong and positive organizational culture such as a culture of discipline, integrity, cooperation, excellent service, and good communication will create optimal service performance. Conversely, a work culture that is still bureaucratic, less adaptive, and lacks innovation can hinder the service process.

Thus, this condition confirms that improving the quality of public services at the Purwasari Police does not only require improvements to facilities or SOPs, but must also be focused on two important pillars, namely: Strengthening Human Resource Management, and Improving and internalizing Organizational Culture. Based on the problems and data of this phenomenon, research on the influence of human resource management and organizational culture on the quality of services at the Purwasari Police Sector is very important to provide strategic recommendations based on data.

METHOD

Types of research

This study uses a quantitative approach, employing descriptive and associative research. According to Sugiyono (2020), descriptive research is research conducted to determine the value of an independent variable, either one or more, without making comparisons or linking it to other variables. This descriptive study aims to obtain a description or overview of human resource management, organizational culture, and service quality at the Purwasari Police Sector.

Sample population

According to Sekaran & Bougie (2019), a population is a collection of individuals or research objects that have qualities and characteristics that have been determined by the researcher for further research. Meanwhile, according to Sugiyono (2018), a population is "a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn." In this study, the population studied was 70 employee Purwasari Police Department. The sampling technique used in this study was total sampling. Total sampling is a sampling technique where the sample size is equal to the population. According to Sugiyono (2007), if the population is less than 100, the entire population is used as a research sample. Therefore, the sample size for this study was 70.

Method of collecting data

Research instruments are tools used by researchers to collect data needed to answer the problem formulation and test the research hypothesis. In this study, the main instrument used is a questionnaire (survey) compiled based on indicators from each research variable, namely human resource management (X_1), organizational culture (X_2), and service quality (Y). The data collection techniques used in this study are as follows:

1. Questionnaire

The questionnaire was given to respondents to determine the influence of training education (Diklat) and length of service on the influence of human resource management and organizational culture on the quality of service at the Purwasari Police Sector.

Assessment of a series of research questionnaire statements that have been answered by respondents using the following research norms:

A question is positive if the answer is:

- a) Strongly Agree Score 5
- b) Agree Score 4
- c) Quite Agree Score 3
- d) Disagree Score 2
- e) Strongly Disagree Score 1

Likert scale. The Likert scale is used to measure an individual's or group's attitudes, opinions, and perceptions about social events or phenomena. In this research, these social phenomena have been specifically defined by the researcher, and are hereinafter referred to as research variables.

2. Research Instruments

Instrument research on human resource management variables (X_1), organizational culture (X_2), and service quality (Y) in the form of a questionnaire with a Likert scoring model filled out by respondents on the distributed questionnaire. The Likert scale consists of 5 (five) scales, namely Strongly Agree (SS), Agree (S), Quite Agree (CS), Disagree (TS) and Strongly Disagree (STS) with value weights for positive and negative statements.

Analysis Method

The analysis technique used in this study was quantitative analysis using statistics. Furthermore, to obtain and expedite data input, statistical software was used to support this research. The software used to support this research was SPSS (Statistical Product and Service Solutions) version 29. In SPSS, raw data that had been processed into numbers was input into SPSS, making it easier for the author to conduct this research.

Validity Testing

The basis for decision making in validity testing is as follows:

- a) If the r value is positive and the r_{result} is $> r_{\text{table}}$, then the item or variable is valid.
- b) If the r value is negative and $r_{\text{result}} < r_{\text{table}}$ Or r_{result} is negative $> r_{\text{table}}$ then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The basis for decision making in the reliability test in this study is as follows:

- a) If the r_{alpha} value is positive and $r_{\text{alpha}} > r_{\text{table}}$, then the item or variable is reliable.
- b) If the r_{alpha} value is negative and $r_{\text{alpha}} < r_{\text{table}}$ or r alpha is negative $> r_{\text{table}}$, then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X_1 and X_2), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable.

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

Technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows.

Coefficient of Determination

The definition of the coefficient of determination according to Supangat (2018) is: "The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021), according to him, the coefficient essentially measures the extent to which a model is able to explain variations in the dependent variable. The value of the coefficient of determination is between zero (0) and one (1). A small r^2 value means that the ability of the independent variables to explain the variable's variation is very limited. If the value is close to one, it means that the independent variables provide almost all the information needed to predict variations in the dependent variable.

The magnitude of the relationship between the variables " X_1 " and " X_2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

- Kd = Value of coefficient of determination
- r = Correlation coefficient value

Hypothesis

The calculations or analysis in this study utilize the SPSS computer program for Windows 29.0. The test statistics used are:

- a. t-test
 - To determine the influence of the independent variable individually (partially) on the dependent variable, the decision is to use a partial test (t-test) with the test decision being:
 - 1) H_0 is accepted if $t_{count} < t_{table}$.
 - 2) H_0 is rejected if $t_{count} > t_{table}$.
- b. F test
 - The F test statistic is used to determine simultaneously (multiple) the influence between human resource management (X_1), organizational culture (X_2), and service quality (Y), with the test results being:
 - 1) H_0 is accepted if $F_{count} < F_{table}$.
 - 2) H_0 is rejected if $F_{count} > F_{table}$.

RESULTS AND DISCUSSION

The quantitative data that has been compiled, through the distribution of questionnaires or surveys that the researcher has conducted, becomes the average value of variable X_1 (human resource management), variable X_2 (organizational culture) and variable Y (service quality). and analyzed using parametric statistics with the program SPSS Release 29.00 For Windows, to determine whether each studied variable has a positive or negative influence on patient satisfaction. Data were analyzed using the analysis regression command (option) found in the SPSS main menu. The values in each SPSS output are described as follows:

a. Multiple Linear Regression Test

Table 1. Results of the Regression Equation Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20,310	3,355		6,054	,000
The Influence of Human Resource Management (X_1)	,182	,042	,353	4,308	,000
Organizational Culture (X_2)	,488	,069	,579	7,081	,000

a. Dependent Variable: Service Quality (Y)

Based on the SPSS output results in the coefficients table in above, it can be identified that the multiple linear regression equation is as follows:

$$Y = 20,310 + 0,182.X_1 + 0,488.X_2$$

- ❖ The intercept constant value is 20.310 states that if the Human Resource Management Influence variable (X_1), the Organizational Culture variable (X_2) increases by 1 unit, then the Service Quality variable (Y) will increase by = 20.310.

- ❖ The regression coefficient value of the Human Resource Management Influence variable (X_1). This means that if the Human Resource Management Influence variable (X_1) increases by 1 unit will increase the Service Quality variable (Y) by 0.182, assuming the Human Resource Management Influence variable (X_1) is considered constant.
- ❖ The regression coefficient value of the Organizational Culture variable (X_2) against the Service Quality variable (Y) is 0.488. This means that if the Organizational Culture variable (X_2) increases by 1 unit, it will increase the Service Quality variable (Y) by 0.488, assuming the Organizational Culture variable (X_2) is considered constant.

b. Coefficient of Determination

Based on the table above, namely the Summary Model which produces an R Square value of 0.621, it means that the Influence of Human Resource Management and Organizational Culture has an influence of 62.1% on Service Quality, while the remaining 37.9% is influenced by other factors not examined by the author in this study.

c. Hypothesis testing

t test

- 1) The influence of Human Resource Management (X_1) on Service Quality (Y).

Based on the coefficients table above, the calculated t value for variable X_1 (Human Resource Management Influence) is 4.308, while the t table value for $N = 70$ is 1.994. So $4.308 > 1.994$, it can be concluded that partially the Human Resource Management Influence variable (X_1) has an effect on Service Quality (Y).

- 2) The Influence of Organizational Culture (X_2) on Service Quality (Y).

Based on the table coefficients above, the calculated t value for variable X_2 (Organizational Culture) is 4.308, while the t table value for $N = 70$ is 1.994. So $4.308 > 1.994$, it can be concluded that partially the Organizational Culture variable (X_2) has an effect on Service Quality (Y).

F test

From the results of the ANOVA test or f count, the F_{count} value is 54.931, which is greater than the F_{table} value for $N = 70$ of 2.74 or $54.931 > 2.81$ with a significance level of 0.000 because $0.000 < 0.05$, so it can be said that the Human Resource Management Influence variable (X_1) and the Organizational Culture variable (X_2) jointly influence the Service Quality variable (Y).

CONCLUSION

1. Human Resource Management (X_1) has a significant effect on Service Quality (Y). The results of the partial test (t-test) show that the calculated t value is greater than the t-table, so the hypothesis stating that there is an effect of Human Resource Management on Service Quality is accepted.
2. Organizational Culture (X_2) has a significant influence on Service Quality (Y). Partial test results demonstrate that organizational culture significantly impacts service quality. A strong, positive organizational culture oriented toward the values of professionalism, integrity, discipline, and public service can shape the work behavior of police officers to be responsive and responsible in serving the public.
3. Human Resource Management and Organizational Culture simultaneously significantly influence Service Quality. The results of the simultaneous test (F-test) indicate that both independent variables together significantly influence the service quality of the Purwasari Police Sector. This confirms that improving service quality is

the result of synergy between effective human resource management and the implementation of a strong organizational culture.

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