



ISSN : 2722-7944 (Online)

Point of View Research Economic Development

<https://journal.accountingpointofview.id/index.php/povred>



THE EFFECT OF HUMAN RESOURCE COMPETENCIES AND WORK CULTURE ON COMMUNITY SATISFACTION THROUGH SERVICE QUALITY IN DRIVING LICENCE SERVICE AT POLICE RESORT OF MAMUJU

Nurdin¹; Umi Farida²; Munir³

^{1,2,3}. STIE Amkop Makassar, South Sulawesi, Indonesia

Abstract

This research aims to determine and analyse the effect of human resource competence and work culture on service quality and community satisfaction in driving licence services at Police Resort of Mamuju. This research uses a causality-survey design with a quantitative approach to examine the relationship between variables. Data were collected through observation, interviews, questionnaires, and documentation, with respondents taken randomly using simple random sampling technique. From a population of 6485 people who took care of driving licences in 2023, a sample was drawn using the Slovin formula and simple random sampling technique and obtained 377 samples. Data analysis using path analysis. The results of research show that human resource competencies and work culture have a significant influence on service quality. In addition, service quality proved to be an effective mediator between human resource competencies and work culture with community satisfaction. Although HR competencies and work culture have a significant influence on service quality, the direct effect of service quality on community satisfaction is more dominant. This shows that good service quality directly contributes more to community satisfaction than other factors. Improving service quality should be the main focus to achieve higher levels of community satisfaction at Police Resort of Mamuju. Optimisation of human resource competencies and work culture remain important, but improvements in service quality were identified as the most effective variable to achieve maximum community satisfaction.

This is an open access article under the [CC BY 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

© Point of View Research Economic Development (2024)

Keyword :

human resources competence, work culture, service quality, community satisfaction, Police resort of Mamuju, driving license service

Email Address :

78nurdin@gmail.com

1 Introduction

Human resource management (HR) in the context of public services plays a vital role in ensuring the efficiency, effectiveness, and sustainability of services provided to the public. The concept of HR management in public services includes planning, developing, empowering, evaluating, and managing the workforce working in various government agencies. The importance of having qualified and skilled HR in the public service sector cannot be ignored, because their performance directly affects public satisfaction and trust in the government. HR management in public services also includes selective recruitment strategies to attract competent and integrity individuals. In addition, training and development are key aspects to ensure that they have the skills and knowledge needed to carry out their duties effectively.

Periodic performance evaluations are the basis for improving service quality and providing constructive feedback to employees. The application of information technology and innovation in HR management is also an integral part of improving operational efficiency and providing better services to the public. With a good HR

management concept in public services, the government can ensure that its organization has quality, competent, and integrity HR, so that it is able to provide optimal service to the public and build public trust and satisfaction.

The quality of public service delivery is largely determined by the quality of human resources or HR of public service providers. Law Number 25 of 2009 states that the HR involved in the provision of public services are supervisors, those in charge, and public service provider organizations. Public service providers are obliged to carry out evaluations of the performance of implementers in the organizational environment periodically and continuously. Based on the evaluation results, the organizers are required to make efforts to increase the capacity of the implementers (Miao et al., 2019; Muhiban & Titania, 2023).

The desire of the community as recipients of services certainly wants to be able to feel fair and equitable services. Fair and equitable services can only be realized with thorough preparation by government agencies that can always adapt to social changes and the behavior of the community as the target of their services. With thorough performance, services to the community become the obligation and responsibility of agencies in adapting to changes and social needs based on professionalism and human values. As stated in Law Number 25 of 2009 concerning Public Services, the State is obliged to serve every citizen to fulfill their basic rights and needs within the framework of public services. Therefore, every apparatus is required to be able to carry out their duties and functions professionally.

Human resource competence is a very vital and crucial aspect. Success in providing quality services to the community does not only depend on the sophistication of technology or physical facilities, but is closely related to the abilities, skills, and professionalism of individuals within the police. Human resource competence includes a deep understanding of the law, ethics, and effective interpersonal skills. By having competent human resources, the police can provide services that are more responsive, quality, and in accordance with community expectations. Public satisfaction with police services will increase significantly when police members have the ability to deal with various challenges and situations well, provide protection, and communicate effectively with the community. Therefore, the development of human resource competence is a strategic investment that not only improves the performance of the police but also strengthens the positive relationship between the police and the community they serve.

Competence plays an important role in increasing public satisfaction (Gagnon & Fox, 2021), who emphasize in their research the importance of officers' understanding of public expectations and their job satisfaction in shaping public perceptions. This is further supported by (Lawton et al., 2000), who found that officer involvement can increase their job satisfaction. Also, research from Larsen (2009) underlines the importance of certain aspects of behavior, such as response time, visibility, and the quality of the relationship between the police and the community in driving public satisfaction. Satisfaction is a feeling of pleasure because one's heart's desires have been fulfilled, satisfaction is a person's feeling of pleasure or disappointment that arises after comparing their perceptions/impressions. Satisfaction means how far the service provider or organizer in this case is the government or public service unit can meet the needs of the community so that satisfaction arises. It can be said that public satisfaction is the ultimate goal of the service process that is in accordance with public expectations (Tjiptono, 2016).

Several studies have found a significant positive relationship between service quality and customer satisfaction. The studies that have been conducted (Febrianto & Wibawani, 2022; Sulila, 2021) concluded that service quality has a direct positive effect on customer satisfaction, with Sulila (2021) reporting an effect of 28.50% and Febrianto (2022) contributing 17.10%. Likewise, (Sudari et al., 2022) further supports this by showing a significant and positive effect of service quality on customer satisfaction. Also, (Cahyono et al., 2023) by

highlighting the role of online communication and online service quality as a form of service in increasing customer satisfaction. The findings of this study emphasize the importance of service quality in driving customer satisfaction. However, (Gilaninia et al., 2013) in their research stated that although service quality is important, service quality is not the only determinant of customer satisfaction, but other factors such as expectations and personal perceptions have a major role.

Positive work culture has a significant influence on community satisfaction, because it affects the quality of service and job satisfaction (Fikri & Frinaldi, 2020). This is very important in organizations, where cultural values play an important role in organizational satisfaction and commitment. Although the relationship between work culture and community satisfaction is complex and varies between studies, such as in research (Wahjoedi, 2021) found that work motivation and organizational culture do not have a significant direct effect on employee performance, while (Paais & Pattiruhu, 2020) reported a positive and significant influence of these factors on performance. However, Paais also found that it did not have a significant effect on employee job satisfaction. Also, (Tampubolon & Harati, 2019) found that organizational culture has an influence but is not significant on job satisfaction. Conversely, (Iskanderov, 2010) found a significant relationship between the type of organizational culture and employee job satisfaction. These mixed findings suggest that the effect of work culture on employee satisfaction may not be significant in the context of employee dissatisfaction with their jobs, and further research on this is needed to fully understand this relationship with employee satisfaction from the work culture implemented in the workplace.

2 Research Method

This study adopts a causality-survey design with a quantitative approach to examine the relationship between the variables that are the main focus. In this context, survey methodology is used to collect data from respondents with the aim of analyzing the cause and effect and causal relationships between the variables studied. The quantitative approach was chosen to allow for a more in-depth statistical analysis of the data obtained, so that it can produce more objective findings and broader generalizations. Thus, this study specifically focuses on exploring and understanding the relationship between variables within the framework of a causality survey design with a quantitative approach as the main methodological basis. This research was conducted at the Mamuju Police Department, West Sulawesi Province. The selection of the location was based on the fact that the location was representative to represent the research with the problems that have been described previously. The research period was carried out for approximately 3 months (April to June 2024). The research population is a generalization area consisting of a group of objects or subjects that are used as sources of research data. The population in this study was all people who processed a Driving License (SIM) in the Mamuju Police Department area for the past 1 year (2023) totaling 6485 people.

3 Result and Discussion

Questionnaire validity testing is very important in research because it helps ensure that the questionnaire or instrument used to collect data measures what it actually wants to measure in an accurate and reliable manner. Validity is one of the main aspects of the quality of a research instrument, and the importance of questionnaire validity testing ensures that the questionnaire effectively measures the concept or variable to be studied. A valid questionnaire will produce data that can be used to make stronger generalizations to a larger population. More valid research results can be more easily applied to a wider context. The validity test in this study uses the Pearson's product moment correlation technique, if $r_{\text{count}} > r_{\text{table}}$ and has a positive value, then the variable is valid, if $r_{\text{count}} < r_{\text{table}}$, then the variable is invalid. To find out the value of r_{table} , the t distribution table is used with the formula $df = N - 2$, where $df = 377 - 2 = 375 = 0.102$. The value of 0.102 is used as a comparison

with the calculated r value obtained through the data analysis process. The results of the validity test can be described in more detail as follows:

Table 1. Validity value of HR competency variables (X1)

Variabel	Indikator	r hitung	r tabel	Keterangan
Kompetensi SDM (X ₁)	X _{1.1}	0.957	0.102	<i>Item valid</i>
	X _{1.2}	0.971	0.102	<i>Item valid</i>
	X _{1.3}	0.971	0.102	<i>Item valid</i>
	X _{1.4}	0.962	0.102	<i>Item valid</i>
	X _{1.5}	0.968	0.102	<i>Item valid</i>
	X _{1.6}	0.966	0.102	<i>Item valid</i>

Source: SPSS data processing (attached), 2024

Based on the table above, the results of the validity test show that the calculated r value of the indicators supporting the HR competency variable (X1) is greater than the r table value. Thus, the indicators or questionnaires used for the HR competency variable (X1) are declared valid for use as a measuring instrument for the variable.

Table 2. Validity value of work culture variables (X2)

Variabel	Indikator	r hitung	r tabel	Keterangan
Budaya kerja (X ₂)	X _{2.1}	0.684	0.102	<i>Item valid</i>
	X _{2.2}	0.938	0.102	<i>Item valid</i>
	X _{2.3}	0.932	0.102	<i>Item valid</i>
	X _{2.4}	0.908	0.102	<i>Item valid</i>

Source: SPSS data processing (attached), 2024

Based on the table above, the results of the validity test show that the calculated r value of the indicators that support the work culture variable (X2) is greater than the r table value. Thus, the indicators or questionnaires used for the work culture variable (X2) are declared valid for use as a measuring instrument for the variable.

Table 3. Validity value of service quality variables (Y1)

Variabel	Indikator	r hitung	r tabel	Keterangan
Kualitas pelayanan (Y ₁)	Y _{1.1}	0.959	0.102	<i>Item valid</i>
	Y _{1.2}	0.976	0.102	<i>Item valid</i>
	Y _{1.3}	0.978	0.102	<i>Item valid</i>
	Y _{1.4}	0.981	0.102	<i>Item valid</i>
	Y _{1.5}	0.971	0.102	<i>Item valid</i>

Source: SPSS data processing (attached), 2024

Based on the table above, the results of the validity test show that the calculated r value of the indicators supporting the service quality variable (Y1) is greater than the r table value. Thus, the indicators or questionnaires used for the service quality variable (Y1) are declared valid for use as a measuring instrument for the variable.

Table 4. Validity value of community satisfaction variable (Y2)

Variabel	Indikator	<i>r hitung</i>	<i>r tabel</i>	Keterangan
Kepuasan masyarakat (Y ₂)	Y _{2.1}	0.962	0.102	<i>Item valid</i>
	Y _{2.2}	0.969	0.102	<i>Item valid</i>
	Y _{2.3}	0.938	0.102	<i>Item valid</i>
	Y _{2.4}	0.971	0.102	<i>Item valid</i>
	Y _{2.5}	0.972	0.102	<i>Item valid</i>

Source: SPSS data processing (attached), 2024

Based on the table above, the results of the validity test show that the calculated *r* value of the indicators that support the public satisfaction variable (Y₂) is greater than the *r* table value. Thus, the indicators or questionnaires used for the service quality variable (Y₂) are declared valid for use as a measuring tool for the variable.

The influence of human resource competence on service quality in SIM services at the Mamuju Police

Based on the results of the previous analysis, it shows that human resource competence has a positive and significant influence on service quality. This result is indicated by a correlation coefficient value of 0.649 with a significance value of 0.000, meaning that the higher the competence of human resources (HR) in Polresta Mamuju, the better the quality of SIM services felt by the community. This result shows the importance of developing HR competence in Polresta Mamuju to improve service quality, especially in SIM services.

The results of this study are relevant to previous studies conducted by (Akmul et al., 2023; Nadhifah, 2020; Yuliyanti, 2015). Also, the finding that human resource competence has a positive and significant effect on the quality of service in SIM services at the Mamuju Police is reinforced by expert opinions such as Mulyadi (2015) that competence indicates the achievement and maintenance of a level of understanding and knowledge that allows a member to provide services with ease and ingenuity. This means that officers with high competence are able to provide better service, which is characterized by ease and ingenuity in handling requests and problems faced by the community. The opinion of Kotler & Keller (2017) is also relevant in this context, stating that service quality is the completeness of the features of a product or service that has the ability to provide satisfaction for a need. In this case, the quality of SIM services at the Mamuju Police can be measured by how well the service meets the needs of the community who need SIM. When HR competency increases, the service features provided will also be more complete and able to meet the expectations and needs of the community, thereby increasing their satisfaction. Thus, the opinions of Mulyadi (2015) and Kotler & Keller (2017) provide a strong theoretical basis for the findings of this study. High HR competency ensures that services can be provided more easily, while good service quality ensures that the needs and expectations of the community are met adequately.

Furthermore, the findings that HR competency, especially attitude, greatly influences the quality of service at Polresta Mamuju, are in line with Sudarmanto's opinion (2014) that competency includes knowledge, expertise, abilities, or individual personal characteristics that directly affect job performance. In the context of Polresta Mamuju, competencies such as knowledge of SIM management rules and procedures, skills in handling documents, and a friendly and helpful attitude are very important to provide quality service. Officers who have adequate knowledge and skills can carry out their duties more effectively, while a positive

attitude creates a pleasant service experience for the community. Wyckof's opinion, as quoted by Tjiptono (2016), adds another dimension related to service quality. Wyckof states that service quality is the level of expected excellence and control over that level of excellence to meet customer desires. At Polresta Mamuju, the level of excellence in SIM services is measured through indicators such as Tangibles, Reliability, Responsiveness, Assurance, and Empathy. As HR competency increases, the ability to control and maintain the level of service excellence also increases, meeting and even exceeding customer expectations.

The influence of work culture on service quality in SIM services at the Mamuju Police

Based on the results of the previous analysis, it shows that work culture has a positive and significant influence on service quality. This result is indicated by a correlation coefficient value of 0.333 with a significance value of 0.000, meaning that the better the work culture at Polresta Mamuju, the better the quality of SIM services felt by the community. This result shows the importance of work culture at Polresta Mamuju to improve service quality, especially in SIM services.

The results of this study are relevant to previous studies conducted by (Anom et al., 2022; Kurnia & Gunawan, 2023; Nurinayah et al., 2023). Also, the findings showing that work culture has a positive and significant effect on the quality of SIM services at the Mamuju Police, are reinforced by the opinion of Mangkunegara (2020) that work culture includes assumptions, values, and norms that direct the behavior of organizational members in overcoming external challenges and strengthening internal integration. In this regard, a good work culture at the Mamuju Police provides guidelines for members to provide quality SIM services, in accordance with the expectations and needs of the community. Also, the opinion of Tjiptono & Chandra (2012) regarding service quality is also relevant in this regard. They emphasize service quality as the level of excellence expected and efforts to control and ensure that this excellence meets customer desires. With a supportive work culture at the Mamuju Police, members are better able to ensure that the SIM services provided meet the standards expected by the community, thereby increasing public satisfaction and trust in police services.

The influence of human resource competence on public satisfaction in SIM services at the Mamuju Police

Based on the results of the study, it shows that human resource competence has a positive and significant direct influence on public satisfaction in SIM services at Polresta Mamuju. This is indicated by a coefficient value of 0.197 with a significance value of 0.000, meaning that the better the human resource competence of SIM service officers, the higher the level of public satisfaction with the services provided.

The results of this study are relevant to previous studies conducted by (Gagnon & Fox, 2021), (Lawton et al., 2000), and Larsen (2009). Also, the findings showing a positive and significant influence of human resource competence on public satisfaction in SIM services at the Mamuju Police are in line with the opinion of Lovelock et al. (2023) which states that satisfaction is an attitude that is decided based on the experience gained, that the quality of interaction and services received by the community plays an important role in shaping their perception of satisfaction. When SIM service officers demonstrate high competence, the public tends to have a positive experience, which in turn increases their satisfaction. In addition, Wibowo (2017) stated that competence is the ability to carry out work or tasks based

on skills and knowledge supported by an appropriate work attitude. This competence enables officers to provide efficient and effective services, which are key factors in achieving public satisfaction.

As the findings on the positive influence of human resource competence on public satisfaction in SIM services at Polresta Mamuju are also relevant to expert opinions on the concept of competence and satisfaction, such as Sudarmanto (2014) emphasizing competence as a combination of knowledge, expertise, abilities, or individual personal characteristics that directly affect job performance. Related to the research context at Polresta Mamuju, officer competence which includes knowledge, understanding, skills, values, attitudes, and motives, plays an important role in improving service quality. This competence allows officers to carry out their duties effectively and efficiently, which directly affects the level of public satisfaction. Furthermore, Tjiptono (2016) defines satisfaction as a response to the evaluation of perceptions of the difference between initial expectations before purchasing and the actual performance of the product perceived after consuming the product. In this case, public satisfaction with SIM services at Polresta Mamuju is formed based on a comparison between their expectations of the services they will receive and the quality of service they actually feel. When officer competence is high, such as a friendly and helpful attitude, the public tends to feel that the service received meets or even exceeds their expectations, so that their satisfaction increases. Thus, high HR competency not only improves service performance, but also ensures that community expectations are met, in line with the satisfaction theory put forward by Tjiptono.

The influence of work culture on public satisfaction in SIM services at the Mamuju Police

Based on the findings, it shows that work culture has a positive and significant influence directly on public satisfaction in SIM services at Polresta Mamuju. Based on data analysis, the coefficient value of 0.084 with a significance value of 0.014 indicates that an increase in work culture has a direct impact on increasing public satisfaction.

The results of this study are relevant to previous studies conducted by (Fikri & Frinaldi, 2020), (Paais & Pattiruhu, 2020) and (Iskanderov, 2010). Also, these findings are reinforced by the opinion of Gopal (2008) who stated that a strong organizational culture holds a firm commitment to fulfilling customer satisfaction by making continuous changes. In the context of SIM services at the Mamuju Police, a good work culture and the discipline applied reflect the organization's commitment to improving service quality for public satisfaction. In addition, Kotler's view (2013) emphasizes that satisfaction is a function of perception or impression of performance and expectations. This is relevant to the findings which show that a positive work culture increases public satisfaction, because the public feels an increase in service performance according to their expectations. These two opinions reinforce that a good work culture and organizational commitment to continuous improvement are important factors in achieving and maintaining public satisfaction.

The influence of service quality on public satisfaction in SIM services at the Mamuju Police

Based on the results of the study, it shows that service quality has a positive and significant direct influence on public satisfaction in SIM services at Polresta Mamuju, with a coefficient value of 0.701 and a significance level of 0.000. This indicates that improving service quality directly contributes to increasing public satisfaction. In other words, the better

the quality of service provided by Polresta Mamuju, the higher the level of satisfaction felt by the public. This finding emphasizes the importance of focusing on improving service quality to ensure public satisfaction in SIM services.

The results of this study are relevant to previous studies conducted by (Febrianto & Wibawani, 2022; Sulila, 2021), (Sudari et al., 2022) and (Cahyono et al., 2023). Also, the findings of the study which show that service quality has a positive and significant effect on public satisfaction in SIM services at the Mamuju Police are reinforced by Wyckof's view (in Tjiptono, 2016). According to Wyckof, service quality is the level of expected excellence and control over that level of excellence to meet customer desires. This shows that high service quality is the key to meeting and even exceeding public expectations, which in turn increases their satisfaction. In addition, the opinion of Lovelock et al. (2023) states that satisfaction is an attitude that is decided based on the experience gained. This means that the positive experiences experienced by the public during the SIM service process play an important role in shaping their attitude of satisfaction. The finding that service quality has a significant influence on public satisfaction at Polresta Mamuju is in line with these concepts, emphasizing the importance of focusing on improving service quality to achieve public satisfaction.

The influence of human resource competence on public satisfaction through service quality in SIM services at the Mamuju Police

The findings of the study indicate that human resource competence has a positive and significant direct influence on public satisfaction through service quality in SIM services at Polresta Mamuju. With a coefficient value of 0.455 and a significance level of 0.000, this finding indicates that the higher the competence of human resources, the higher the quality of service provided. This good quality of service in turn increases the satisfaction of the public who receive SIM services. This shows that increasing human resource competence is an important factor in efforts to improve service quality and public satisfaction at Polresta Mamuju.

The findings of this study show that in terms of HR competency, the ability and skills of officers in managing SIM services at Polresta Mamuju are very important. High HR competency is reflected in the attitudes of officers who are professional and friendly, which helps create a comfortable atmosphere for the community taking care of SIM. Competent officers not only understand the procedures and rules, but are also able to communicate well, provide clear information, and show a willingness to help, so that the community feels appreciated and treated well during the SIM processing process.

The influence of work culture on public satisfaction through service quality in SIM services at the Mamuju Police

Based on the results of this study, it shows that work culture has a positive and significant influence on public satisfaction through service quality in SIM services at Polresta Mamuju. The results of the analysis show that a good work culture in the Polresta Mamuju environment improves the quality of services provided. This then also has implications for increasing public satisfaction using SIM services. With an influence coefficient of 0.233 and a significance level of 0.000, it can be concluded that the work culture implemented at Polresta Mamuju plays an important role in ensuring quality services and satisfying the public.

The findings of this study illustrate that in terms of work culture, Polresta Mamuju encourages a strong task culture where the main focus is given to achieving work goals and responsibilities. This kind of work culture not only creates a productive and collaborative work

environment but also ensures that every member of the organization is fully responsible for the quality of services provided to the community. This is reflected in their efforts to improve efficiency and effectiveness in the SIM processing process, by prioritizing accuracy and integration in every stage of the services they provide. In terms of service quality, the Assurance concept at Polresta Mamuju is very important. The community feels a sense of security and confidence that the SIM processing process is carried out properly, without unnecessary obstacles or confusion. Clarity of procedures and the availability of timely information reduce uncertainty and increase public trust in the services provided by the institution.

4. Conclusions

Based on the findings of this study, it can be concluded that HR competence and work culture at Polresta Mamuju have a significant influence on the quality of service provided in SIM services. This means that competent HR and work culture can directly improve the quality of service provided to the community. In addition, through mediation analysis, service quality is also proven to be an effective mediator between HR competence and work culture with community satisfaction in SIM services. In addition, although HR competence and work culture have a significant influence on service quality, the direct effect of service quality on community satisfaction is more dominant. This means that good service quality directly contributes more to community satisfaction than other factors studied. Thus, from this study it is important for Polresta Mamuju to focus on improving their service quality as a top priority. Optimizing HR competence and a supportive work culture is still an important step, but improving service quality is identified as the most effective variable to achieve a higher level of community satisfaction in SIM services at Polresta Mamuju. This means that before achieving maximum community satisfaction, efforts to improve service quality must be the main focus of the strategy at Polresta Mamuju.

5. References

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator*. Zanafra Publishing, Riau.
- Akmul, A., Hadi, Y. R., & Hasfikah, H. (2023). Pengaruh Kompetensi Sumber Daya Manusia Terhadap Kualitas Pelayanan Pada Dinas Pertanian Dan Ketahanan Pangan Kabupaten Wajo. *Jurnal Ilmu Administrasi Negara*.
<https://api.semanticscholar.org/CorpusID:259764407>
- Anom, A., Kawulusan, B., & Devialesti, V. (2022). *Manajemen Sumber Daya Manusia Dan Budaya Kerja Terhadap Kualitas Pelayanan Pada Dinas Pendapatan Daerah*. Dikombis : *Jurnal Dinamika Ekonomi, Manajemen, Dan Bisnis*. <https://api.semanticscholar.org/CorpusID:254346378>
- Cahyono, R. D., Hadiati, E., & Wahyono, G. B. (2023). The Effect of Online Communication on Community Satisfaction Through Online Service Quality. *International Journal of Social Science and Human Research*. <https://api.semanticscholar.org/CorpusID:259866173>
- Cameron, K., & Quinn, R. (2006). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*.
- Denison, D., Nieminen, L., & Kotrba, L. (2015). Diagnosing Organizational Cultures: A Conceptual and Empirical Review of Culture Effectiveness Surveys. *European Journal of Work and Organizational Psychology*, 23, 145–61.

- Dessler, G. (2015). *Manajemen Sumber Daya Manusia*. Salemba Empat, Jakarta.
- Dobell, P. & M. U. (2002). Parliament performance in the Budget Process: A Case Study. *Policy Matter*, 3(2), 1–24.
- Febrianto, W., & Wibawani, S. (2022). The Effect of Service Quality on Community Satisfaction of Public Service Mall Users in Sidoarjo Regency. *Jurnal Administrasi Publik : Public Administration Journal*. <https://api.semanticscholar.org/CorpusID:249417954>
- Fikri, R., & Frinaldi, A. (2020). Analysis Work Culture of Community Satisfaction Through Quality of Public Services. <https://api.semanticscholar.org/CorpusID:216467736>
- Gagnon, A., & Fox, K. A. (2021). Community Satisfaction and Police Officer Understanding of Community Expectations: A Quantitative and Observational Analysis. *CrimRxiv*. <https://api.semanticscholar.org/CorpusID:244318525>
- Gilaninia, S., Taleghani, M., & Talemi, M. R. K. (2013). The impact of service quality on customer satisfaction. <https://api.semanticscholar.org/CorpusID:266592202>
- Goetsch David L. dan Davis, S. B. (2002). *Pengantar Manajemen Mutu*. PT Prenhallindo, Jakarta.
- Gopal. (2008). Effectiveness of Executive Training Programs. *The Indian Journal of Commerce*, 61(3), 143–150.
- Griffin, R. W., & Moorhead, G. (2018). *Perilaku Organisasi*. Salemba Empat, Jakarta.
- Handy, C. (1991). *Gods of Management: The Changing Work Of Organizations* (3rd ed.). Business Books.
- Hofstede, G., B., N., D.D., O., & Sanders, G. (1990). Measuring Organizational Culture: A Qualitative and Quantitative Study Across Twenty Cases. *Administrative Science Quarterly*, 35(2), 286–316.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations. Software of the Mind. Intercultural Cooperation and Its Importance for Survival*. Mc Graw Hil.
- Ibrahim, B. (2000). *Total Quality Management: Panduan untuk Menghadapi. Persaingan Global*. Djambatan, Jakarta.
- Iskanderov, A. (2010). Impact of Organizational Culture on Job Satisfaction. <https://api.semanticscholar.org/CorpusID:203477836>
- Kasmir. (2017). *Manajemen Sumber Daya Manusia Teori dan Praktik*. PT. RajaGrafindo Persada, Depok.
- Kotler. (2013). *Manajemen Pemasaran Jilid 2*. In Penerbit Erlangga. Kotler, P., & Keller, K. L. (2017). *Manajemen pemasaran Jilid 1*. In Jakarta.
- Kunandar. (2008). *Guru Profesional Implementasi KTSP dan Sukses dalam Sertifikasi Guru*. Grafindo Persada.
- Kurnia, N., & Gunawan, G. (2023). Pengaruh Budaya Kerja dan Pembagian Kerja terhadap Kualitas Pelayanan di Kecamatan Sumur Kabupaten Pandeglang. *Jurnal Multidisiplin Indonesia*. <https://api.semanticscholar.org/CorpusID:267619086>

- Lawton, B., Hickman, M. J., Piquero, A. R., & Greene, J. R. (2000). Assessing the Interrelationships between Perceptions of Impact and Job Satisfaction: A Comparison of Traditional and Community- Oriented Policing Officers. *Justice Research and Policy*, 2, 47–72. <https://api.semanticscholar.org/CorpusID:145742073>
- Lee, J.-C., Shiue, Y.-C., & Chen, C.-Y. (2016). Computers in Human Behavior Examining the Impacts of Organizational Culture and Top Management Support of Knowledge Sharing on the Success of Software Process Improvement. *Computers in Human Behavior*, 54, 462–74.
- Lovelock, C., Wirtz, J., & Mussry, J. (2023). *Services Markering* (edisi 7). Gramedia Pustaka Utama, Jakarta.
- Lupiyoadi. (2017). *Manajemen Pemasaran Jasa: Teori dan praktik*. PT. Salemba Emban Patria.
- Mangkunegara. (2020). *Manajemen Sumberdaya Manusia Perusahaan* (Edisi Revi). PT. Remaja Rosdakarya, Bandung.
- Miao, Q., Eva, N., Newman, A., & Schwarz, G. (2019). Public service motivation and performance: The role of organizational identification. *Public Money & Management*, 39(2), 77–85.
- Moehersono. (2018). *Pengukuran Kinerja Berbasis Kompetensi*. Raja Grafindo Persada, Jakarta.
- Mooij, Marieke, & Hofstede, G. (2011). Cross-Cultural Consumer Behavior: A Review of Research Findings. *Journal of International Consumer Marketing*, 23, 181–92.
- Muhiban, A., & Titania, A. (2023). The Impact of Public Service Quality and Facilities on Community Satisfaction in BAPPENDA City Cimahi services. *International Journal of Integrative Sciences*. <https://api.semanticscholar.org/CorpusID:259073442>
- Mulyadi, D. (2015). *Perilaku Organisasi dan Kepemimpinan Pelayanan*. BPFE Yogyakarta.
- Nadanyiova, M., & Durana, P. (2019). Corporate Social Responsibility as a Brand Value-Enhancing Tool. In Paper presented.
- Nadhifah, K. (2020). Pengaruh Kompetensi Pustakawan Terhadap Kualitas Layanan Perpustakaan Universitas Jember. *Jurnal Pustaka Ilmiah*. <https://api.semanticscholar.org/CorpusID:225183025>
- Nazariana, A., Atkinsonb, P., & Foroudic, P. (2017). Influence of National Culture and Balanced Organizational Culture on the Hotel Industry's Performance. *International Journal of Hospitality Management*, 63, 22–32.
- Nurinayah, I., Sataruddin, S., & Handayani, T. (2023). Pengaruh Disiplin, Motivasi Kerja Dan Budaya Kerja Terhadap Kualitas Pelayanan Dinas Kearsipan Dan Perpustakaan Kota Mataram. *Oportunitas Ekonomi Pembangunan*. <https://api.semanticscholar.org/CorpusID:259794971>
- O'Reilly, C., Chatman, J., & Caldwell, D. (1991). People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit. *Academy of Management Journal*, 34, 487– 516.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*. <https://api.semanticscholar.org/CorpusID:225339771>

- Palan, R. (2007). *Competency Management : Teknis Mengimplementasikan Manajemen SDM Berbasis Komputer Untuk Meningkatkan Daya Saing Organisasi*. 2007.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria. *Journal of Retailing*, 70(3), 201– 230. [https://doi.org/10.1016/0022-4359\(94\)90033-7](https://doi.org/10.1016/0022-4359(94)90033-7)
- Pasaribu, S. E. (2017). *Organisasi Budaya Perusahaan Budaya Kerja*. USU Press, Medan.
- Pasolong, H. (2017). *Teori Administrasi Publik*. Bandung-Alfabeta.
- Priansa, D. (2017). *Manajemen Pelayanan Prima (Cetakan Pe)*. Alfabeta, Bandung.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior*, updated Global Edition. Pearson Higher Ed.
- Schein, E. H. (2010). *Organizational culture and leadership*. John Wiley & Sons.
- Sudari, S. A., Pambreni, Y., & Hidayat, R. (2022). The Influence Of Service Quality On Community Satisfaction In The Development Of Population Administration. *Neo Journal of Economy and Social Humanities*. <https://api.semanticscholar.org/CorpusID:255634247>
- Sudarmanto. (2014). *Kinerja dan Pengembangan Kompensasi SDM*. Pustaka Pelajar, Yogyakarta.
- Sulila, I. (2021). The Effect of Service Quality and Employees' Performance Towards Community Satisfaction. *Journal of International Conference Proceedings*. <https://api.semanticscholar.org/CorpusID:254665404>
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Kencana Prenada Media Group, Jakarta.
- Tampubolon, M., & Harati, R. (2019). Role of organizational culture, communication and leadership style on job satisfaction. *International Journal of Research in Business and Social Science* (2147- 4478). <https://api.semanticscholar.org/CorpusID:203494234>
- Tjiptono. (2016). *Service Management Mewujudkan Layanan Prima*. Edisi, 2.
- Tjiptono & Chandra. (2012). *Pemasaran Strategik*. Andi Offset, Yogyakarta.
- Umar, & Husein. (2009). *Riset Sumber Daya Manusia dalam Organisasi*. PT.Gramedia Pustaka Utama.
- Wahjoedi, T. (2021). The effect of organizational culture on employee performance mediated by job satisfaction and work motivation: Evident from SMEs in Indonesia. *Management Science Letters*. <https://api.semanticscholar.org/CorpusID:234252955>
- Wibowo. (2015). *Perilaku Dalam Organisasi*. PT Raja Grafindo Persada, Jakarta.
- Wibowo. (2017). *Manajemen Kinerja*. PT. RajaGrafindo Persada, Depok.
- Yuliyanti, D. (2015). *Pengaruh Kompetensi Sumber Daya Manusia Terhadap Kualitas Pelayanan Jasa Dokumen Impor Di Pt Sarana Publik Logistik*. Jakarta. <https://api.semanticscholar.org/CorpusID:114808863>
- Zeithaml, V. A., & Bitner, M. J. (2013). *Service Marketing: Integrating Customer Focus Across the Firm* (6th ed.). Mc-Graw-Hill.