



The Effect Of Work Culture, Service Quality And Job Satisfaction On Employee Performance At The Civil Service Police Unit, Buleleng Regency

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ABSTRACT

This study was conducted with the aim of finding out how the existing work culture can affect performance, good service quality from each employee can help improve performance and job satisfaction from each individual who works can affect employee performance. The analysis technique in the study by knowing the value of each research instrument, be it validity test, reliability test, classical assumption test, multiple linear regression analysis, model feasibility test (Goodness Of Fit), hypothesis test. The research that has been done shows the impact of a good work culture can change the performance produced by employees, from the existence of a good work culture it will certainly help employees in maximizing performance. Good service quality to the agency has an effect on the performance results of each individual who works, from the results of the study it can be said that good service quality from each employee can affect performance. Job satisfaction from each employee or individual in working has a positive impact on the results of employee work, good satisfaction can affect the performance of an employee who works.

INTRODUCTION

Human resources in an organization or government agency are very valuable and important assets for the success and survival of the organization or agency in the long term. Therefore, human resource management with maximum efficiency is very important for every organization. Continuous human resource development is needed to obtain truly valuable and qualified employees who can make an effective contribution to the desired results.

Human resources play an important role in an organization because they are the main force behind all activities in the organization. Therefore, it is very important to uphold high-quality human resources so that operations can run effectively and efficiently, which ultimately achieves the goals desired by the organization or individuals in the human resources team. To achieve organizational goals, human resources need employees who perform well.

Kapagi & Veri (2024) in their research found that the performance of Satpol PP employees can be said to be satisfactory if they demonstrate discipline in carrying out their duties, utilize technological resources effectively, and comply with established procedures. Good performance includes the success of achieving work targets, effective utilization of resources, and the ability to collaborate with related parties. Researchers at the Buleleng Regency Civil Service Police Unit found that the performance of each employee in carrying out their duties was influenced by the work culture in their environment. Employees are known to have a high work ethic and effective communication in carrying out their duties.

However, the Buleleng Regency Civil Service Police Unit sometimes experiences internal obstacles among its employees. This starts with individuals who feel alienated when co-workers cannot help with their work. However, employees who have high work enthusiasm can overcome these obstacles with support and motivation from their superiors or close friends. As a result, employees remain committed to their work, even when faced with tasks that may be beyond their capabilities. Encouraging employees to maintain their ability to carry out tasks effectively motivates them to maximize their productivity at work.

In accordance with the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 6 of 2022, the Employee Performance Target Value (SKP) is required to meet certain standards, including target achievement and work behavior. SKP is determined by comparing work realization with the set targets. The value standard is considered sufficient if it includes values ranging from 71 to 80, the good category for values between 81 to 90, and the very good category for values between 91 to 100. The following is a table of data that the author has collected regarding the Employee Performance Target (SKP) for 2022 to 2024.

Table 1. Employee Performance Target Data (SKP) at the Civil Service Police Unit, Buleleng Regency, 2022-2024

No	Year	Realization Performance Target	Minimum Achievement Target	Performance Target Achievement Realization
1	SKP 2022	100%	80%	87.25%
2	SKP 2023	100%	80%	87.01%
3	SKP 2024	100%	80%	86.69%

Source: 2025 Data Processing Results

Based on the data in table 1, however, there has been a downward trend in the SKP value of the Buleleng Regency Civil Service Police Unit in achieving its performance targets for the last 3 years. In 2022, the achievement of the performance target was only 87.25% of the target set at 100% for maximum organizational performance. The achievement of the performance target in 2023 decreased by 0.24% to 87.01%, and decreased again in 2024 to the lowest achievement compared to previous years, namely 86.69% or down 0.32% from 2023. Based on data for the last 3 years, it can be concluded that the employee SKP is at a good standard.

In addition, the decline in performance target achievement was caused by several areas that did not reach 100%. These shortcomings include suboptimal public services, especially in terms of providing information and good cooperation through data collection and other related aspects. Furthermore, there are still obstacles in work tools that can experience obstacles at certain times when used, causing delays in completing employee tasks.

In the research of Mangkunegara and Prabu (2020), work culture is defined as beliefs, values, and norms in an organization that serve as guidelines for the behavior of its members in facing external and internal challenges. A positive work environment among employees will certainly affect the progress of the organization. Therefore, it is very important to pay attention to the habits of individuals or employees in the workplace because it can significantly affect and

improve employee performance. The contribution of each employee to a poor work culture can lead to a decrease in the quality of service they provide.

High service quality is essential for all organizations and institutions involved in providing social or public services. The quality of service provided by each employee can be observed through their daily work results, which reflect their performance in carrying out their duties and responsibilities. The level of service provided to the community can be seen from the good performance of each employee. Therefore, it is very important to improve the performance of each employee by ensuring good service quality. The performance of a company, especially in the service sector, is greatly influenced by the quality of service provided by service providers to consumers. This interaction between humans ultimately determines the level of service quality, as stated by Vidananda and Setiawan (2021). As a result, many problems often arise related to the services provided by these workers to the community or their colleagues, resulting in the provision of services that are less than optimal or not optimal.

Employees experience decreased job satisfaction when the work they complete does not provide optimal results. This is because tasks that should be completed within a certain period of time cannot be completed on schedule. Employee unhappiness with their work can lead to decreased performance, such as being late to the office, decreased discipline, and attendance. This will certainly have an impact on the organization's operations in the future due to less than optimal employee performance. According to Handoko (2020), job satisfaction is a positive or negative emotion that employees have towards their work. These emotions are the result of a mismatch between what is received and what is expected.

LITERATURE REVIEW

Work Culture

Work culture is a belief system rooted in the idea that values shape the characteristics, habits, and motivations of individuals in a community or organization, which ultimately influence their attitudes, behaviors, beliefs, ideals, opinions, and actions in the workplace (Pramudya et al., 2023). According to Handayani (2021), work culture refers to positive behaviors exhibited by employees that ultimately contribute to the achievement of shared organizational goals. Work culture involves the manifestation of values, habits, and motivations in a group, which are then expressed through attitudes, behaviors, ideals, opinions, perspectives, and actions in the workplace (Atijah & Bahri, 2021). Taufiq (2023) defines work culture as collective habits and behaviors that grow and develop in a group at work, which are then embedded in individuals as a natural part of the work routine.

Quality of service

The performance of service providers and the quality of their interactions with consumers greatly affect the overall success of a company, especially in the service industry (Vidananda & Setiawan, 2021). Manengal et al. (2021), service quality is a constantly changing condition that is closely related to products, services, employees, processes, and the environment, which must at least meet, or even exceed, the expected service standards.

Job satisfaction

According to Sufiyati et al. (2021), job satisfaction occurs when employees feel safe, secure, and calm when carrying out their duties in a company, so that they can contribute effectively to the success of the company and achieve good performance, thereby helping the company achieve its goals. According to Kurniawan & Prasilowati (2019), job satisfaction refers to an individual's overall feelings, thoughts, and behaviors towards their work, which are closely related to the emotional condition and alignment between the services provided by employees and the compensation offered by the company. Employee job satisfaction refers to the various

emotions that employees have towards their work, both positive and negative, which come from their experiences and evaluations of their work and work environment (Sutrisno et al., 2022).

Employee Performance

According to Harahap et al. (2023), performance is the result of a person's work in fulfilling his responsibilities, which is influenced by the ability, hard work, and opportunities given to him. According to Hasibuan (2019), performance is the result of carrying out tasks given by a person, which is influenced by the skills, experience, dedication, and time he has.

METHODS

This study uses a quantitative research type, by focusing research on quantitative statistical results and looking for the effects of work culture in improving the performance owned, the quality of service provided to the community, and the satisfaction felt by employees in working affecting the performance produced. Quantitative analysis is used to answer the objectives of the formulation of the research problem regarding the effects of work culture in order to improve performance. The effect of maximum service quality to help improve employee work results. The job satisfaction received can help them improve their performance. A quantitative approach is used to test the hypotheses that have been proposed in the study. The type of research used in this thesis is quantitative, by conducting observations related to the number of employees working, using a saturated sampling approach. In addition, conducting a documentation study to be used as a basis for data collection in the study and the results of the study are supported by the results of statistics obtained from the distribution of research questionnaires.

The population is all employees working at the Satpol PP Buleleng Regency. The sample size in this study was determined by saturated sampling, which means that all employees, namely 89 people, were the sample. This method ensures that the selected sample has direct experience that is very relevant to the research topic, thus producing more comprehensive and significant data to analyze the relationship between research variables. The technique in collecting data in this study consists of 3 types, namely conducting observations first to find out the problems that occur, then conducting documentation taken during the research and questionnaires distributed during the research.

RESULT

Validity Test

The results of the study show that the results of the instrument in the study can be used if all indicators in the study are said to be valid, the minimum standard value of the research indicator is suitable for use if the r value is higher than 0.208, the value is obtained based on the formula that has been determined in knowing the standard r table ($N-2$) or the number of samples minus 2, namely $89 - 2 = 87$, based on this calculation, a value of 0.208 is obtained as a valid standard. The validity test value of the number of work culture indicators with the number of indicators 5 is with the acquisition of values from statistical results of 0.530, 0.594, 0.769, 0.855, 0.789. Service quality with the number of indicators 5 is with the acquisition of values from statistical results of 0.532, 0.702, 0.717, 0.870, 0.860. Job satisfaction with the number of indicators 5, namely with the value obtained from the statistical results of 0.536, 0.592, 0.826, 0.853, 0.851. Employee performance with the number of indicators 4, namely with the value obtained from the statistical results of 0.588, 0.614, 0.639, 0.761.

Reliability Test

Based on the value of the reliability test results of all variables studied, it is known to be reliable with a value above 0.60. To find out the value of the research variables, namely work culture with a value of 0.870, service quality with a value of 0.889, job satisfaction with a value of 0.886, employee performance with a value of 0.824. From these values, it can be stated that the research variables have exceeded the standard of reliable values, so it can be concluded that 4 research variables have reliable values.

Multiple Linear Regression Analysis

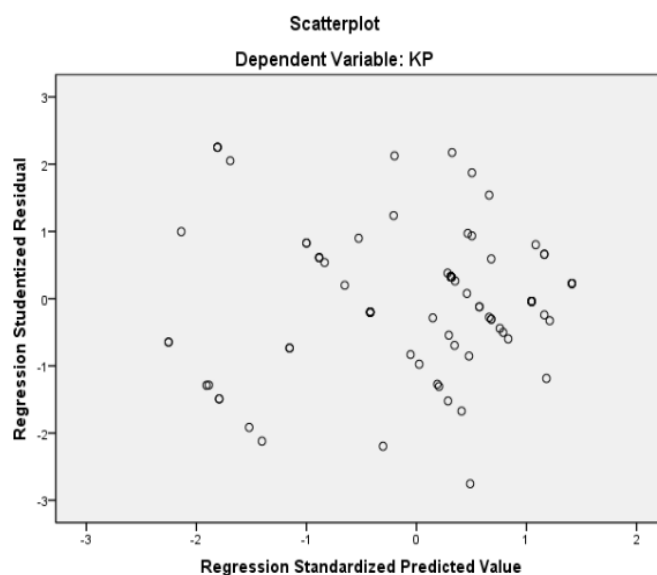
The output results from SPSS with regression analysis, show the variables used in this study, namely work culture, service quality and job satisfaction are positive and it is known that the value of the three research variables, namely work culture, service quality and job satisfaction as seen from the unstandardized coefficients B value, it is known that each variable of this study shows a positive influence and the magnitude of the influence between variables has a different value. The constant value for employee performance from the influence of work culture, service quality and job satisfaction is 0.531, the work culture variable is 0.396, service quality is 0.279 and the job satisfaction variable is 0.207.

Classical Assumption Test

Data Normality Test

The results of the classical assumption test are said to be good if the value of one sample is above 5% (0.05), where the results of the study of the variables used show a value of 0.324. Where in this study using three independent variables with work culture values, namely tolerance values of 0.296 and so is VIF of 3.381, service quality, namely tolerance values of 0.347 and so is VIF of 2.879, Job satisfaction, namely tolerance values of 0.286 and so is VIF of 3.491. From the tolerance and VIF values above, it is clear that all variables that researchers use in the study are free from multicollinearity problems. And in the heteroscedasticity test there are no problems in the study, this is known from the even distribution of points seen from the research scatterplot image.

Figure 1. Scatterplot graph



(Source: Data Processed in 2025)

Hypothesis Testing (T-Test)

Table 2. T-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.531	0.241		2,209	0.030
	Work Culture	0.396	0.099	0.395	3,977	0,000
	Quality of Service	0.279	0.077	0.330	3,600	0.001
	Job satisfaction	0.207	0.099	0.211	2,089	0.040

(Source: Data Processed in 2025)

Based on the results of the hypothesis test, it is known that with the results of the partial test, the values of the research variables used exceed 1.662 or the standard t table 85 with the formula of the number of samples, namely 89 minus the number of research variables, namely 4, so that the standard r table 85 is obtained with a value of 1.662. From the results of the t-test that has been carried out, it is known that each variable obtains a significant value on the influence of employee performance, such as the first independent variable, work culture, obtaining a large t value of 3.977 and a significant value lower than 0.05, namely 0.000, meaning that the first hypothesis proposed is accepted, namely a good work culture from an organization can have a significant impact on employee performance. The second independent variable, service quality, obtains a large t value of 3.600 and a significant value lower than 0.05, namely 0.001, which means that the second hypothesis proposed is that the maximum service quality from each employee who works is very helpful for them in improving their performance. The third independent variable, employee job satisfaction, obtained a large t value of 2.089 and a significant value lower than 0.05, namely 0.040, which means that the third hypothesis is accepted, namely that good job satisfaction from an employee can help him improve work results. From the results of the test, it can be said that all research hypotheses can be accepted entirely because all sig values of the research variables are below 0.050.

Based on the results of the t-test, the most dominant value of other research variables is shown by work culture with the highest standardized coefficients beta value. This indicates that the work culture in the Buleleng Regency Satpol PP can help employees to continue to work well, this is because by maintaining the work culture in the work environment, employees can help them work well or can complete all work.

Determination Analysis Results

Table 3. Results of Determination Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.867a	0.752	0.743	0.28109

(Source: Data Processed in 2025)

Based on table 3, it can be explained that the percentage value of all independent variables can provide an influence by knowing the R Square value, which is 0.752, from the three variables, namely work culture, service quality and job satisfaction on employee performance, calculated in percentage form to be 75.2%, while 24.8% is explained by other variables not discussed in this study, such as compensation, incentives, workload.

F-test**Table 4. F Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20,340	3	6,780	85,813	0.000a
	Residual	6,716	85	0.079		
	Total	27,056	88			

(Source: Data Processed in 2025)

The results of the simultaneous significant test shown from the results of the f-test test are known for all variables or each research variable used in the study such as work culture, service quality and job satisfaction simultaneously on the influence of employee performance with a figure of 85.813 and it is known that the profitability value or sig 0.000. Based on these results it can be seen that the f-test value must exceed the standard, with the formula $K - 1 = 4 - 1 = 3$ and sample $n - k = 89 - 4 = 85$ which is 2.71. Based on these results it can be said that the three variables, namely work culture, service quality and job satisfaction simultaneously have an impact on each increase in employee performance.

DISCUSSION

The Influence of Work Culture on Employee Performance

Based on the results of the analysis that have been explained in the t-test table, namely work culture has an impact on increasing employee performance, namely with a positive and significant influence where the standardized coefficients beta value is 0.396 and the calculated t value is $3.977 > t$ rate 1.662 with a significant value of $0.000 < 0.050$. The results of the study indicate that work culture has an effect on employee performance. The results of the study indicate a positive relationship and provide a significant influence between work culture and employee performance, thus supporting the first hypothesis regarding the significant influence of work culture on employee performance. This is because employees have collaborative work habits, support each other to improve work results and achieve common goals. Thus, a positive work environment can certainly improve employee performance, as evidenced by the interactions and problem-solving abilities they do while working. The results of this study provide the conclusion that work culture has an effect on improving employee performance.

Work culture is a belief system rooted in the idea that values shape the characteristics, habits, and motivations of individuals in a community or organization, which ultimately influence their attitudes, behaviors, beliefs, ideals, opinions, and actions in the workplace (Pramudya et al., 2023). According to Handayani (2021), work culture refers to positive behaviors exhibited by employees that ultimately contribute to the achievement of shared organizational goals. Work culture involves the manifestation of values, habits, and motivations in a group, which are then expressed through attitudes, behaviors, ideals, opinions, perspectives, and actions in the workplace (Atijah & Bahri, 2021). Taufiq (2023) defines work culture as collective habits and behaviors that grow and develop in a group at work, which are then embedded in individuals as a natural part of the work routine.

The Influence of Service Quality on Employee Performance

Based on the results of the analysis that have been explained in the t-test table, namely the quality of service has an impact on increasing employee performance, namely with a positive and significant influence where the standardized coefficients beta value is 0.279 and the calculated t value is $3.600 > t$ travel 1.662 with a significant value of $0.001 < 0.050$. This is because the quality of service provided to the community or to colleagues can be a motivation for employees to improve their performance. Therefore, improving the performance of each

employee is very dependent on the quality of service provided. Good service quality can be demonstrated by all employees providing excellent service to their agencies or organizations, and being responsive in responding to every urgent need of the community. The results of this study provide the conclusion that performance is influenced by service quality.

The Influence of Job Satisfaction on Employee Performance

Based on the results of the analysis that have been explained in the t-test table, job satisfaction has an impact on increasing employee performance, namely with a positive and significant influence where the standardized coefficients beta value is 0.207 and the calculated t value is 2.089 > t rate 1.657 with a significant value of 0.040 < 0.050. The level of employee job satisfaction will be seen from the quality of their work and their success in completing the tasks given. It is very important to consider employee job satisfaction so that they remain motivated to complete the tasks given. This will help improve their performance because it will keep them involved and motivated to work. The results of this study indicate that job satisfaction has a positive contribution to improving employee performance.

According to Sufiyati et al. (2021), job satisfaction occurs when employees feel safe, secure, and calm when carrying out their duties in a company, so that they can contribute effectively to the success of the company and achieve good performance, thereby helping the company achieve its goals. Employee job satisfaction refers to the various emotions that employees have towards their work, both positive and negative, which come from their experiences and evaluations of their work and work environment (Sutrisno et al., 2022). According to Handoko (2020), job satisfaction is an emotional condition in which employees perceive their work as pleasant or unpleasant.

CONCLUSION

In relation to the research objectives and taking into account the results of the analysis, the research and analysis of the discussion above, the author can conclude:

1. A good work culture can change the performance produced by employees, work culture has a positive impact and shows significant results on the performance produced by employees who work, from the existence of a good work culture it will certainly help employees in maximizing performance.
2. Good service quality to the agency has an influence on the performance results of each individual who works, service quality has a positive influence and has a significant impact on the performance produced by employees, from the results of this study it can be said that good service quality from each employee can affect performance.
3. Job satisfaction of each employee or individual in working has a positive impact on the results of the employee's work, good satisfaction can affect the performance of an employee who works, based on this, it can certainly be said that the better the satisfaction felt by employees in working, the more it can help them in completing all work.

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