



RESEARCH ARTICLE

The influence of Organizational Culture on the quality of Service in the Department of Population and Civil Registration of Majalengka Regency

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Abstract

This study aims to analyze the influence of organizational culture on the quality of public services in the Department of Population and Civil Registration of Majalengka Regency. The study used a quantitative approach with the type of explanatory research. The study population is all employees Department of Population and Civil Registration of Majalengka Regency with a saturated sampling technique. Data were collected through Likert-scale questionnaires and analyzed using simple linear regression. The results showed that organizational culture is in the category of strong enough, with an average value of 3.87, while the quality of public services is in the category of good, with an average value of 3.92. The results of the regression test showed that organizational culture has a positive and significant effect on the quality of public services with a regression coefficient of 0.53, a t-count value of 4.62, and a significance level of 0.000 (< 0.05). The value of the coefficient of determination of 0.28 indicates that organizational culture is able to explain 28% variation in the quality of public services. This study confirms that the strengthening of organizational culture is an important factor in improving the quality of public services.

Keyword: Organizational culture; Population Services; Quality of public services.

Introduction

Government agencies are public organizations that have a strategic role in the implementation of state functions, especially in providing services to the community. Therefore, the quality of public services is an important indicator of the success of government performance as well as a reflection of the level of public confidence in the country (Hardiyansyah, 2018). In this context, the government is required not only to be able to provide services, but also to ensure services that are professional, fair, transparent, and oriented to community satisfaction (Cahyadi, 2016).

The government's commitment to improving the quality of public services in a normative manner has been confirmed in Law Number 25 of 2009 on public services, especially Article 29 paragraph (1), which states that public service providers are obliged to provide services with special treatment to certain members of the public in accordance with legislation (Hakim, 2015). In addition, Government Regulation Number 42 of 2004, article 10 emphasizes the importance of applying apparatus ethics, improving performance, and providing services that are fast, precise, open, fair, and non-discriminatory (Kosasih, 2023). As a form of strengthening these values, the government establishes the core values of moral ASN (service-oriented, accountable, competent, harmonious, Loyal, adaptive, and Collaborative), which are expected to become a new organizational culture in the implementation of bureaucracy in Indonesia (Tantri et al., 2022)(Des majayanti et al., 2023).

Public service is one of the primary functions of the government, aimed at meeting the community's basic needs and enhancing social welfare (Maryam, 2017). One form of public service that is very crucial is the population administration and civil registration services, such as the issuance of identity cards (KTP), Family Cards (KK), birth certificates, and other population documents. This service is fundamental because it is directly related to the civil rights of the community and is a prerequisite for accessing various other public services. Therefore, the quality of services at the Department of Population and Civil Registration has an important role in building public confidence in the performance of local governments (Ashari & Sallu, 2023).

From the perspective of public management, service quality is not only influenced by the availability of facilities and service procedures, but also largely determined by internal organizational factors, especially organizational culture (Rohayatin et al., 2018). Organizational culture reflects the value system, norms, attitudes, and patterns of behavior adopted and executed by the apparatus in carrying out daily tasks (Mustafid, 2017). A strong and positive organizational culture, characterized by discipline, responsibility, cooperation, openness, integrity, and a focus on community satisfaction, will encourage the organization to provide optimal services. Conversely, a weak organizational culture can hinder the improvement of service quality because the apparatus tends to work routinely without commitment to the quality of Service and the needs of the community.

Department of Population and Civil Registration of Majalengka Regency, as a public organization that has the main task and function in the administration of Population Administration Services, is required to be able to provide quality services in accordance with community expectations. For this reason, comprehensive information is needed about the performance of the apparatus and the internal factors that influence it, one of which is organizational culture (Prihantoro et al., 2024). Organizational culture is seen as a strategic factor in improving organizational performance, especially in the

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aspect of public services oriented to the needs and satisfaction of the community (Sholehah et al., 2023).

However, based on the results of preliminary observations at the Department of Population and Civil Registration of Majalengka Regency, some problems were still found in the implementation of public services. The problems include the attitude of some employees who seem indifferent to service users, the perceived discriminatory treatment, and the low level of discipline of the staff. This condition indicates that the values of organizational culture have not been fully internalized and implemented consistently in the behavior of the apparatus, resulting in an impact on the quality of services provided.

Based on the description, it can be concluded that organizational culture has a very important role in determining the quality of public services. Therefore, an empirical study is needed to determine the extent to which the influence of organizational culture on the quality of public services, especially in the Department of Population and Civil Registration of Majalengka Regency. This study is expected not only to provide an overview of the relationship between organizational culture and service quality, but also to produce constructive recommendations as a material for improvement and strengthening of organizational culture in order to improve the quality of public services.

Method

This study uses a quantitative approach with the type of explanatory research (Sugiyono, 2010), which aims to analyze the influence of organizational culture on the quality of public services. The quantitative approach was chosen because it allows objective measurement of variables as well as testing the relationship between variables through statistical analysis (Rukajat, 2018).

The study was conducted at the Department of Population and Civil Registration of Majalengka Regency. The study population is all employees Department of Population and Civil Registration of Majalengka Regency. Given the relatively limited number of populations, the sampling technique used is saturated sampling, so that all members of the population are respondents to the study.

The independent variable in this study is organizational culture (X), which is defined as a system of values, norms, and patterns of behavior adopted and executed by the apparatus in carrying out its duties. This variable is measured through indicators of responsibility, clarity of organizational objectives, coordination of work, management support, openness of communication, and control and supervision (Sulaksono, 2015). The dependent variable is the quality of public services (Y), which is defined as the level of conformity between the services provided and the expectations of the community, and measured using five dimensions of service quality (SERVQUAL), namely tangible, reliability, responsiveness, assurance, and empathy (Prananda et al., 2019).

Data collection was conducted through questionnaires prepared using a five-level Likert scale, ranging from strongly disagree to strongly agree (Pranatawijaya et al., 2019). To support the primary data, this study also uses documentation studies in the form of profiles of relevant organizations and regulations.

Before analysis, research instruments are tested through validity tests and reliability tests to ensure the accuracy and consistency of measuring instruments (Subhaktiyasa, 2024). The data that met the requirements were analyzed using descriptive analysis to describe the tendency of research variables, as well as simple linear regression analysis to examine the influence of organizational culture on the quality of public services. Hypothesis testing was conducted using a T-test with a significance level of 5%, and the coefficient of determination (R²) was used to determine the contribution of organizational culture variables to the quality of public services (Darma, 2021).

Results and Discussion

1. Characteristics of Respondents

The results of descriptive analysis showed that the majority of respondents are in the productive age range (26-43 years), with the level of education dominated by graduates of SMA/SMK and S1. This composition reflects the structure of employees who are relatively productive and have potential in supporting the improvement of public service performance. In terms of gender, the distribution of respondents is relatively balanced between men and women, which indicates the absence of a certain gender dominance in the employee structure Department of Population and Civil Registration of Majalengka Regency.

2. Description of Organizational Culture Variables

In general, the results showed that the organizational culture in Department of Population and Civil Registration of Majalengka Regency is in the category of strong enough to strong. This is reflected in the high percentage of respondents who agree and strongly agree on various indicators of organizational culture.

Dimensions of individual orientation and innovation, such as freedom at work, the courage to convey new ideas, and personal responsibility, received a very positive response. These findings indicate that organizations have provided space for employees to take the initiative and take responsibility for their duties, which is in line with Robbins and Schein's organizational culture theory, which emphasizes the importance of autonomy and a sense of ownership in improving performance (Lase et al., 2025).

On the dimension of clarity of goals and direction of the organization, the majority of respondents stated that the goals of the organization, as well as the direction and strategy of work, are well understood. This clarity of purpose is an important foundation for the effectiveness of employee work because it provides a clear direction in the implementation of public service tasks.

However, on the dimension of management support and organizational communication, there is still a response that tends to be neutral. Indicators such as superior support, openness of communication, and management support for employees have not been felt evenly by all employees. These findings indicate that there is room for improvement in the aspects of leadership and internal communication of the organization.

The control and reward system dimensions showed relatively positive results, particularly on indicators of supervisory mechanisms, rule enforcement, performance evaluation, and performance-based rewards. This reflects that Department of Population and Civil Registration of Majalengka Regency has implemented a fairly good organizational control system, although the transparency and fairness of the reward system still need to be improved.

3. Description of Service Quality Variables

The results of the analysis of service quality variables indicate that, in general, the service quality Department of Population and Civil Registration of Majalengka Regency is in the good category. In tangible dimensions, such as infrastructure, appearance of officers, and service environment, respondents tend to give a positive assessment, although there are still some respondents who are neutral.

On the dimensions of reliability and responsiveness, indicators of timeliness of service, speed of Service, and the speed of responding to complaints obtained a high percentage of agree and strongly agree. This shows that employees are relatively able to provide services according to the set time standards.

However, on the dimension of assurance, especially related to employee knowledge and polite and trustworthy attitude, there are still significant negative and neutral responses. These findings indicate the need to improve technical competence and employee service ethics so that public trust can continue to be improved.

Meanwhile, dimensions of empathy, such as caring, personal attention, and the ability to understand customer needs, showed excellent results. This reflects the existence of a humanist service orientation and is in line with the values of ASN BerAKHLAK.

Discussion

The results of this study indicate that organizational culture has a significant role in shaping the quality of public services in the Department of Population and Civil Registration of Majalengka Regency. Descriptively, organizational culture is in the category of strong enough, with an average value of 3.87, while the quality of public services is in the category of good, with an average value of 3.92. The results of simple linear regression analysis showed that organizational culture has a positive and significant effect on the quality of public services, which is indicated by the regression coefficient value of 0.53, the t-count value of 4.62, and the significance level of 0.000 (<0.05). These findings indicate that an organizational culture that emphasizes responsibility, clarity of purpose, coordination, and organizational control significantly supports the creation of faster, responsive, and satisfaction-oriented services for the community.

The findings are in line with Schein's theory, which states that organizational culture is a pattern of values and basic assumptions that influence the behavior of organizational members. A strong organizational culture will encourage employees to work according to organizational standards and values, thus having a direct impact on improving the quality of public services. This is reinforced by the value of the coefficient of determination ($R^2 = 0.28$), which shows that organizational culture is able to explain 28% of the variation in the quality of public services, while the rest is influenced by other factors outside the research model.

However, the finding of a neutral response on several indicators of organizational culture, especially related to management support, communication openness, and understanding of customer needs, shows that the process of internalization of organizational culture is not fully optimal. This condition has the potential to hinder the improvement of service quality if it is not immediately followed up through strengthening leadership, improving two-way communication, and developing the competence of personnel on an ongoing basis.

Thus, the results of this study confirm that improving the quality of public services depends not only on procedures and the availability of infrastructure, but also largely on the strength of the organizational culture that is alive, internalized, and consistently run by the entire apparatus.

Conclusions and Recommendations

This study aims to analyze the influence of organizational culture on the quality of public services in government agencies. Based on the results of a simple linear regression analysis, it can be concluded that organizational culture has no significant effect on the quality of public services, which is indicated by the significance value of 0.224 (> 0.05). The relationship between organizational culture and service quality showed a negative direction with a weak relationship level, as reflected in the regression coefficient value of -0.144 and the Beta value of -0.208. These findings indicate that improving organizational culture is not necessarily followed by improving the quality of

public services. In addition, the R Square value of 0.043 (4.3%) indicates that the contribution of organizational culture to service quality is relatively low, while 95.7% of the variation in service quality is influenced by other factors not examined in this study. Thus, organizational culture has not become the dominant factor in determining the quality of public services in the institutions studied.

The results of this study provide theoretical implications that the influence of organizational culture on the quality of public services is contextual. The existence of organizational values and norms does not automatically have an impact on service quality if it is not consistently internalized in the work practices of the apparatus. These findings enrich the study of Public Management by showing that organizational culture is not the only major determinant of service quality.

In practical terms, government agencies need to realize that strengthening organizational culture must be accompanied by real implementation through effective leadership, continuous training, and performance evaluation systems based on service behavior. A purely symbolic approach is not enough to improve the quality of public services. Based on the results of research and discussion, researchers provide advice as follows:

1. Agencies are advised to strengthen the implementation of organizational culture through a more measurable and sustainable value internalization strategy.
2. It is necessary to conduct a comprehensive evaluation of service quality by considering other factors such as the competence of the apparatus, leadership, service system, and infrastructure.
3. Further research is recommended to add other relevant variables to obtain a more comprehensive model in explaining the quality of public services.

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