

## Determinant Factor of Pamong Praja Police Unit; Evidence from Bogor District, West Java, Indonesia

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### ABSTRACT

The objective of this study is to ascertain and examine the direct and indirect impact of organizational culture on employee performance, specifically via the lens of work satisfaction within the Civil Service Police Unit in Bogor Regency. The population in this study was Bogor district Civil Service Police Unit. The number of samples in this study was 232 samples. Data analysis uses path analysis. The research results show that (1) Strengthening organizational culture can improve the performance of civil service police units. (2) Strengthening job satisfaction can improve the performance of civil service police units. (3) Strengthening organizational culture can increase job satisfaction. (4) The performance of a civil service police unit is positively influenced by its organizational culture. The work happiness variable serves as an efficient mediator between organizational culture factors and employee performance variables. Strengthening both organizational culture and job satisfaction can enhance the performance of civil service police units.

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## 1. INTRODUCTION

The degree of employee performance is a pivotal factor in the triumph of a firm. Employee performance is a direct measure of an individual's ability to fulfill their responsibilities but also has an impact on productivity, innovation, and the quality of services provided. Therefore, an in-depth understanding of problems that may arise in employee performance is important in efforts to increase organizational effectiveness. Various factors can influence employee performance, both internally and externally. Internal factors involve aspects such as motivation, job satisfaction, skills, and

leadership. Meanwhile, external factors include the work environment, work pressure, and changes in organizational dynamics. Employee performance problems can be multifactorial and complex, requiring organizations to identify, analyze, and overcome obstacles that may arise.

The Civil Service Police Unit Service in Bogor Regency has a central role in maintaining public order and security and enforcing regional regulations. To carry out their complex tasks, the performance of Satpol PP employees is a key factor in ensuring public services that are effective and responsive to community needs.

However, in the course of carrying out their duties, many problems can affect employee performance

The problem of employee performance at the Bogor Regency Satpol PP cannot be separated from the context of the complexity of the tasks carried out by this institution. Tasks that involve enforcing regional regulations, handling social conflicts, and intensive interaction with the community make the performance of Satpol PP employees vulnerable to various pressures and challenges. Therefore, an in-depth understanding of the problems that employees may face is important in efforts to improve their performance

Indications of employee performance problems are also illustrated by the results of a preliminary survey of 30 respondents from Bogor Regency Satpol PP employees using 12 statement items about employee performance filled in by superiors. The survey results are as follows:

41.67% of employees have not achieved the expected quality of work results, especially in terms of employees consistently producing high-quality work and employees having a deep understanding of their duties and responsibilities, and their work results reflect this.

33.33% of employees have not achieved the expected quantity of work results, especially in terms of employees consistently completing their tasks according to the set schedule and employees handling high workloads without sacrificing work quality.

43.33% of employees have not achieved the expected work productivity, especially in terms of employees consistently achieving productivity targets set by the company and employees producing high-quality work results in an efficient time.

40% of employees have not achieved work initiative and creativity, especially in the case of employees actively looking for opportunities to provide initiative in the work or projects they are working on and employees often provide creative ideas that help increase efficiency or create new solutions in their duties.

35% of employees have not achieved work effectiveness, especially in the case of employees consistently achieving work results that meet or exceed expectations in their duties, and employees can overcome challenges and produce effective solutions in their work.

33.33% of employees have not achieved efficient use of resources, especially in terms of employees managing time efficiently to complete their tasks and employees making good use of existing resources, including technology and work tools.

The results of the initial research above show that employee performance in achieving organizational goals is still considered low.

## 2. LITERATURE REVIEW

### 2.1 *Jobs Performance*

According to [1] Performance is the outcome of an action, determined by its efficiency and effectiveness. Performance indicators according to [1]. (1) Work Productivity; Refers to the extent to which an individual or team can produce output or results within a certain period. Work productivity is often measured by comparing the amount or volume of work performed with the resources used. (2) Work Effectiveness; Refers to the extent to which an individual or team achieves a goal or desired outcome. Work effectiveness involves assessing the extent to which tasks or responsibilities have been completed well and achieved the expected results. (3) Efficiency; It is a measure of the extent to which an individual or team uses available resources effectively and efficiently to achieve results. Work efficiency includes the optimal use of time, labor, materials, and other resources to achieve maximum results with minimal costs or expenses.

According to theory, performance may be understood as the outcome of an employee's job in terms of both the quality and quantity delivered. This is measured against predetermined

standards and criteria within a certain time frame, in line with the assigned duties, and the performance indicators in this research are as follows: (1) Quality of work; The extent to which employee work results comply with established quality standards. This may include accuracy, timeliness, compliance with procedures, and conformity to specified specifications. (2) Quantity of work; Benchmarks related to the amount of employee work output. (3) Productivity; Measuring how efficient and effective employees are in producing output or achieving work targets. For example, the number of tasks or projects completed, production volume, or sales targets achieved.

4. Initiative and creativity; The extent to which employees can generate new ideas, innovate, and take initiatives to improve performance and work processes. (5) Work effectiveness; Work results that are adjusted to the planned needs issued by employees to achieve organizational goals. (6). Efficient use of resources; The extent to which employees can use existing resources, such as time, budget, or facilities, efficiently and avoid waste.

The results of research conducted by [2] concluded that organizational culture has a significant effect on employee performance. Based on the description above, it is suspected that there is a direct positive influence of organizational culture on performance.

## 2.2 Organization Culture

According to [3] Organizational culture refers to a set of fundamental beliefs that are created, understood, and evolved by members of an organization to address challenges related to adapting to external variables and integrating internal organizational elements.

[1] Additionally, it clarifies that organizational culture pertains to how members see the organization, regardless of their preferences, as individuals internalize organizational culture through observations and information

received inside the company. Organizational members, regardless of their diverse backgrounds or degrees of experience, often have a common perception of the organizational culture.

Based on the theories of organizational culture discussed by the experts, it can be concluded that organizational culture is a shared set of guidelines among members of an organization. This culture distinguishes the organization from others based on patterns of behavior, values, and underlying assumptions. These factors play a crucial role in determining the success and longevity of the organization. Employee work behavior encompasses several factors such as creativity, risk-taking, and attention to detail. The key factors that contribute to a successful work environment include a focus on achieving results, prioritizing the needs of individuals, promoting teamwork, being assertive and stable, having shared values and standards of behavior, and fostering positive connections among workers within the firm.

## 2.3 Jobs Satisfaction

According to [4] employment satisfaction refers to the positive emotional state and strong affinity one has towards their employment. This mindset is seen in the level of motivation, adherence to rules, and overall job effectiveness. Job satisfaction may be experienced both within and outside of the workplace.

According to [5], job satisfaction is a subjective evaluation made by individuals of their work. They define job satisfaction as a positive feeling that arises from an individual's assessment of the extent to which their job meets their personal needs and expectations. Success in achieving work goals, good social relations at work, and satisfaction with the rewards received are also important factors that contribute to job satisfaction.

Based on the expert theory above, it can be synthesized that job

satisfaction is a personal evaluation of each individual's work to the extent that it meets their personal needs and expectations, which includes various aspects such as satisfaction with the job itself, recognition and appreciation, compensation and benefits, development opportunities, career and work relationships in the organization, and work-life balance.

The results of research conducted by [6] Demonstrate the correlation between organizational culture and work happiness at PT. Bumi Sarimas Indonesia Padang Pariaman Regency, highlighting the positive and substantial impact of organizational culture on job satisfaction. According to the given description, it is inferred that there is a direct and positive correlation between corporate culture and work satisfaction.

The results of research conducted by [7] concluded that job satisfaction has a significant effect on performance. Based on the description above, it is suspected that there is a positive direct influence of job satisfaction on performance.

The results of research conducted by [8] concluded that job satisfaction can mediate the relationship between organizational culture and employee performance.

Based on the description above, it is suspected that there is a positive indirect influence of organizational culture on employee performance through job satisfaction

### 3. METHODS

This research was conducted at the Bogor Regency Civil Service Police Unit office which consists of Functional Position Groups, the Development Sector, the Law Enforcement Sector, the Public Order Sector, and the Linmas Sector. This research uses a quantitative approach, with path analysis techniques. The population in this study were employees of the Bogor Regency Satpol

PP Office. The accessible population is 550 employees. In this research, the samples taken were maximized to 232 samples. The measurement of instruments was conducted using a Likert Scale consisting of five response options: strongly agree, agree, uncertain, disagree, and strongly disagree.

## 4. RESULTS AND DISCUSSION

### 4.1 Indicator Analysis

Based on the results of the indicator analysis, it can be explained as follows:

1. The results of the correlation coefficient between the job satisfaction variable and the employee performance variable are 0.851 and the results of the correlation coefficient between the indicator for job satisfaction variable and the indicator for the employee performance variable, the highest is the indicator (Y2) Recognition and Appreciation with the indicator (Z2) Job Quantity has a coefficient value The highest correlation was 0.953. In these results, it can be seen that the correlation coefficient between variables is  $0.851 <$  the correlation coefficient between indicators is 0.953, this means that the indicators are functioning effectively.
2. The correlation coefficient result of the transformational leadership variable with the job satisfaction variable is 0.549 and the highest correlation coefficient of the indicator for the transformational leadership variable with the indicator for the job satisfaction variable is 0.685. In these results, it can be seen that the correlation coefficient between variables is  $0.549 <$  the correlation coefficient between indicators is 0.685, this means that the indicators are functioning effectively.

### 4.2 Path Analysis

The relationship model between variables in this substructure consists of one endogenous variable, namely

employee performance (Z), and two exogenous variables, namely organizational culture (X) and job satisfaction (Y), as well as one residual variable, namely  $\varepsilon_z$ . Based on this relationship, the path model in this structure is as follows:  $Z = \beta_{Z.X} + \beta_{Z.Y} + \varepsilon_z$

The results of calculating the path coefficient in this structure obtained the following equation:

$$Z = 9.592 + 0.052 X + 0.747 Y$$

The explanation of this equation is as follows.

A constant value of 9.592 shows that if all exogenous variables, namely organizational culture, transformational leadership, and job satisfaction are considered constant, employee performance will remain positive.

The standardized beta coefficient value for the organizational culture variable is 0.052. This means that for every increase in the organizational culture variable by one unit, employee performance will increase by 0.052 with the assumption that the other exogenous variables from the model above are fixed.

The standardized beta coefficient value for the job satisfaction variable is 0.747. This means that for every increase in the job satisfaction variable by one unit, employee performance will increase by 0.747 with the assumption that the other exogenous variables from the model above are fixed.

### 4.3 Sobel Test Analysis

The regression coefficient between the independent variable Organizational Culture (X1) on the mediator variable job satisfaction (Y) is known to be 0.276 which is used as (value A) and the regression coefficient between the mediator variable job satisfaction (Y) and the dependent variable Employee Performance (Z) is known to be 0.747 which is used as (value B).

The Sobel test was utilized to assess whether a mediator variable successfully transmits the effect of an independent variable to a dependent variable. Essentially, it evaluates whether the indirect impact of the independent variable on the dependent variable via the mediator variable is statistically significant (Soper, D.S., 2024).

The results of the Sobel test using the Sobel test calculator for the significance of mediation can be seen in Figure 1.

Based on Figure 1, it can be seen that the Sobel test or calculated Z value is 5.016, while the one-way Z table value for  $\alpha$  0.05 is 1.65 so that the calculated Z is  $5.016 > Z$  table 1.65 and the one-tailed probability value is  $0.000 < \alpha$  0.05, thus it can be concluded that the job satisfaction variable (Y) can be a mediator in influencing the organizational culture variable (X1) on the employee performance variable (Z).

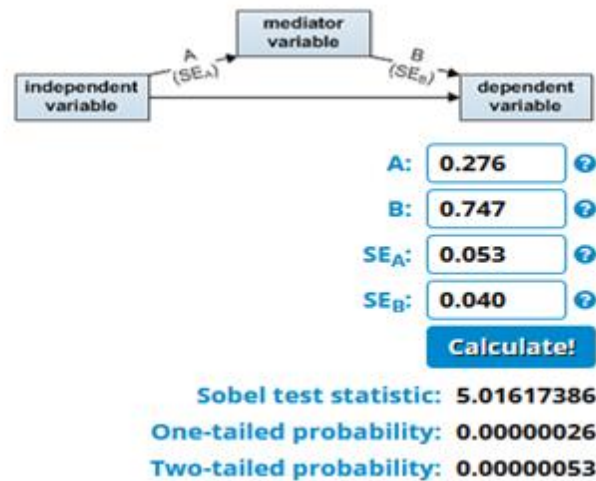


Figure 1. Sobel Test Result

## 5. CONCLUSION

The research findings indicate that enhancing organizational culture can enhance the functioning of civil service police units. Enhancing work satisfaction can enhance the functioning of civil service police units. Enhancing the company culture has the potential to heighten work satisfaction. The performance of a civil service police unit is positively influenced by its organizational culture. The job satisfaction variable can mediate effectively as an intervening variable

between organizational culture variables and employee performance variables so that strengthening organizational culture and job satisfaction can improve the performance of civil service police units.

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