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Employee Performance in Satbrimob Polri Primary Clinic, East Java: The Roles of Digital Public Services, Work Culture, and Competence

Asih Purwanto Budi Utomo¹, Purwanto², Sri Rahayu³, Sundjoto⁴

^{1,2,3}Master of Management, Sekolah Tinggi Ilmu Ekonomi Mahardhika

⁴Management, Sekolah Tinggi Ilmu Ekonomi Mahardhika

[¹budiutomo151@gmail.com](mailto:budiutomo151@gmail.com), [²purwanto.dosen@stiemahardhika.ac.id](mailto:purwanto.dosen@stiemahardhika.ac.id), [³rahayu.mahardhika@gmail.com](mailto:rahayu.mahardhika@gmail.com),

[⁴sundjoto@stiemahardhika.ac.id](mailto:sundjoto@stiemahardhika.ac.id)

Abstract

This study analyzes the relationship between public service digitalization, organizational culture, and employee competence in explaining performance levels at the Satbrimob Polri Primary Clinic in East Java. Amid accelerating technological innovation and heightened expectations for public healthcare delivery, institutions are increasingly required to integrate digital solutions with effective human resource management. Adopting a quantitative methodological framework, this research evaluates how technological adoption, shared workplace values, and professional skillsets jointly shape employee performance within a healthcare unit affiliated with law enforcement. Data were collected through structured questionnaires distributed to all clinic personnel and analyzed using regression-based statistical techniques. The findings indicate that digitalization and competence serve as primary contributors to performance improvement, enabling employees to perform tasks more efficiently, accurately, and responsively. While work culture supports performance development, its role appears secondary when assessed alongside technological and competency factors. Notably, digitalization stands out as the most influential element, underscoring the importance of integrated digital systems in modern public service operations. These results suggest that performance enhancement in public healthcare organizations depends on the synergy between technology utilization and continuous competency development rather than reliance on organizational norms alone. This study contributes to theoretical and practical discussions in public sector human resource management by offering empirical insights from a specialized institutional setting and highlighting strategic directions for sustainable performance improvement.

Keywords: Digitalization, Work Culture, Employee Competence, Employee Performance, Public Healthcare Services

1. Introduction

In today's digital landscape, information and communication technologies (ICT) are deeply embedded in many areas of society, spanning economic, social, cultural, and educational spheres [1]. These technologies allow for fast and extensive access to information, supporting accelerated progress in numerous fields [2]. Rapid innovations in technology equip organizations with tools and solutions that optimize their operational efficiency [3]. Specifically, at Satbrimob Polri Primary Clinic in East Java, the use of digital systems can markedly enhance employee performance through automated administrative tasks, accelerated data handling, improved internal and external communication, and easier public access to essential information.

By integrating digital technologies, the clinic can carry out services that were previously labor-intensive such as basic healthcare, urgent care, dental services, routine medical examinations, maternal and child health, and pharmacy support more efficiently and accurately. ICT also facilitates stronger interaction between employees and the public via online platforms like websites, mobile applications, and social networks [4]. These tools not only accelerate information sharing but also offer avenues for citizens to submit feedback, report issues, and ask questions, enhancing transparency and public participation.

Although ICT provides significant benefits, high employee performance in public service organizations depends on more than just technological tools; it also requires competent personnel and a strong organizational culture [5]. Competence entails the knowledge, expertise, and abilities that enable individuals to carry out their responsibilities efficiently and meet professional benchmarks [6] [7]. Meanwhile, organizational culture defines shared values and norms that guide employee behavior, resource allocation, and decision-making, thereby influencing overall performance [8] [9]. Evidence from prior research suggests that aligning technology implementation with

employee competencies and supportive work culture is crucial for driving high organizational performance [10] [11].

Studies on the role of organizational culture and digital technologies in shaping employee performance have yielded mixed outcomes. According to [12], the alignment between tasks and technology negatively affected individual performance, while perceptions of usefulness and computer-related anxiety positively influenced it. Meanwhile, complexity and facilitating conditions appeared to have no meaningful impact, highlighting the complex interplay between digital tools and human behavior. To address this research gap, the present study investigates the joint effects of public service digitalization, work culture, and competence on employee performance at Satbrimob Polri Primary Clinic in East Java, providing localized empirical evidence.

This study focuses on three key goals: (1) to determine the effect of digitalized public services on the performance of employees, (2) to explore how work culture affects employee performance, and (3) to evaluate the impact of staff competence on overall organizational performance at Satbrimob Polri Primary Clinic. The research questions guiding this investigation are: How does digitalization influence performance? What is the role of work culture in shaping employee outcomes? And how does competence contribute to performance levels? The findings aim to enrich theoretical understanding of human resource practices in public institutions while providing actionable recommendations for managers.

2. Research Methods

A quantitative approach was implemented to investigate the relationship between public service digitalization, work culture, employee competence, and performance at Satbrimob Polri Primary Clinic. This method allows for objective, systematic, and replicable hypothesis testing [13]. The study population consisted of all 35 clinic employees, with a full enumeration (saturated sampling) applied. Data were collected primarily through structured questionnaires containing demographic information and closed-ended Likert-scale items, supplemented by semi-structured interviews to validate and enrich survey responses.

This study examined three predictors digitalization (X1), work culture (X2), and employee competence (X3) and their effect on employee performance (Y). Digitalization involved using digital tools and platforms to automate processes, facilitate data management, and support decision-making efficiency (Heiskala, 2016; Crawford et al., 2020). Work culture was assessed through collective organizational values and norms guiding employee behavior [8] [14]. Competence included the knowledge, skills, and professional attitudes required for effective job performance [15]. Employee performance was operationalized via indicators such as task quality, quantity, procedural compliance, and responsibility [16].

Path analysis was performed using SPSS 23.0 to test the hypothesized effects of digitalization, work culture, and employee competence on performance. Hypotheses were evaluated by comparing path coefficients to critical t-values at 1%, 5%, and 10% significance levels, with T-statistics ≥ 1.96 and $p < 0.05$ indicating support for the alternative hypotheses. This approach facilitates reproducibility by explicitly detailing variable operationalization, sampling strategy, and statistical criteria applied in the study.

3. Results and Discussions

Overview of the Research Object

The Primary Clinic of Satbrimob Polri in East Java functions as part of Satbrimob Polda Jatim's Health Services Division (Sikesjas), reporting directly to the Satbrimob Commander and guided by the Head of the Police Health Division (Kabiddokkes). It provides essential health services to Brimob officers and their families participating in BPJS Health Facilities. Consistent with Police Regulation No. 14 of 2017, the clinic delivers promotive, preventive, curative, and rehabilitative care, covering general medicine, emergency treatment, and dental health. Serving as a primary-level healthcare establishment, the clinic supports the national health system through integrated services that include general medical care, procedural interventions, dental and oral health, maternal and child care including family planning, pharmacy, laboratory diagnostics, and patient advisory services. Its operational scope extends to outpatient care, emergency treatment, postnatal hospitalization, and supplemental diagnostic tests through laboratory partnerships. Anchored by its vision, "SINCERITY IN FULFILLING DUTIES," the clinic's mission emphasizes timely and accurate care, enhancement of police medical service standards, workforce skill development, and infrastructure improvement to ensure high-quality, professional, and efficient healthcare services.

Descriptive Statistical Analysis

The demographic profile of 35 employees from Satbrimob Polri Primary Clinic, East Java, was analyzed post-questionnaire to highlight variations that could affect survey responses. Age distribution indicated 12 employees (44.12%) under 30 years, 7 (29.41%) between 31–40 years, 7 (5.88%) aged 41–50, and 9 (20.59%) above 50. Male respondents numbered 11 (35.29%), while female respondents totaled 24 (64.71%). Concerning work experience, 10 employees (28.57%) had under five years, 12 (34.29%) had six–fifteen years, 10 (28.57%) had sixteen–twenty-five years, and 3 (8.57%) had more than 25 years of tenure. This summary establishes the demographic context necessary for evaluating patterns in survey responses.

Descriptive Analysis of Research Variables

Analysis of the questionnaire data reveals that employees of Satbrimob Polri Primary Clinic perceive their work environment and capabilities positively. Digitalization (X1) is seen as a key factor in improving operational efficiency, enhancing task diversity, and enabling informed decision-making. Responses on work culture (X2) highlight strong collaboration, initiative, and ethical conduct, while indicating minor gaps in technical expertise. Competence (X3) is rated highly, showing employees' confidence in their knowledge, skills application, and compliance with organizational standards. Employee performance (Y) is consistently strong, with tasks completed accurately, timely, and responsibly. Overall, the descriptive results illustrate a workforce that is skilled, engaged, and well-supported by digital tools and a positive organizational culture, which together drive high performance outcomes.

3.1. Result

Validity

The validity assessment aimed to examine whether each questionnaire item accurately represents the research variables [17]. For each item, the computed correlation coefficient ($r_{\text{calculated}}$) was compared to the critical value (r_{table}) at a 5% error rate with $df = n - 2$. With a sample of 33 participants, r_{table} was 0.344. SPSS 23.0 analysis showed that $r_{\text{calculated}}$ values for the 14 items fell between 0.851 and 0.956, all higher than the r_{table} . This outcome indicates that every statement is valid, appropriately reflecting the variables of digitalization, work culture, competence, and employee performance, thus confirming the instrument's adequacy for data collection.

Reliability

To assess the consistency and dependability of the questionnaire, a reliability analysis was performed [18]. Cronbach's Alpha values above 0.60 signify sufficient reliability. In this study, SPSS 23.0 calculations yielded a Cronbach's Alpha of 0.976 for the 14 survey items, indicating very high reliability. This implies that the instrument reliably measures the intended constructs digitalization, work culture, competence, and employee performance ensuring that the collected data are robust and suitable for further analysis.

Normality

To verify the assumption of normality, the distribution of the collected data was examined [19]. Normality is a critical requirement for parametric statistical tests. A histogram was utilized to visualize the data, with a bell-shaped curve pattern indicating normality. The histogram generated through SPSS 23.0 showed that the distribution of responses closely matched a normal curve. Consequently, the data on digitalization, work culture, and competence influencing employee performance at Satbrimob Polri Primary Clinic meet the normality assumption, supporting their suitability for further parametric statistical evaluation.

Multicollinearity

A multicollinearity assessment was conducted to ensure that the regression model's predictors are not excessively correlated [20]. Analysis using SPSS 23.0 yielded VIF values of 3.359 for digitalization, 6.725 for work culture, and 4.278 for competence. Because each VIF falls under the limit of 7, the test indicates an absence of multicollinearity, allowing all three independent variables to be included collectively in evaluating their effect on the performance of Satbrimob Polri Primary Clinic staff.

Heteroscedasticity

This study performed a heteroscedasticity check to verify whether residuals in the regression model varied inconsistently between observations [21]. Consistent variance of residuals homoscedasticity is essential for accurate regression estimation, whereas heteroscedasticity can distort statistical conclusions. Using a scatterplot of predicted values (ZPRED) versus standardized residuals (SRESID), the data points were observed to be

randomly dispersed, showing no distinct pattern. The findings indicate that the model satisfies the homoscedasticity condition, making it appropriate for continued parametric analysis.

Multiple Linear Regression Analysis

The study employed multiple linear regression to investigate the contribution of digitalization, workplace culture, and staff competence toward employee performance at Satbrimob Polri Primary Clinic. As reported in Table 1, the analysis presents both unstandardized and standardized regression coefficients, along with t-values, significance levels, and collinearity statistics.

Table 1. Multiple Linear Regression Results

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
Constant	-0.380	1.516	-	-0.251	0.804	-	-
Digitalization (X1)	0.442	0.136	0.382	3.247	0.003	0.299	3.359
Work Culture (X2)	0.307	0.226	0.226	1.358	0.185	0.149	6.725
Competence (X3)	0.419	0.140	0.398	2.999	0.006	0.234	4.278

Dependent Variable: Employee Performance (Y)
Source: Processed by the author using SPSS (2025)

The multiple linear regression analysis yielded the equation $Y = -0.380 + 0.442X1 + 0.307X2 + 0.419X3$, where Y represents employee performance, X1 denotes digitalization, X2 refers to work culture, and X3 indicates competence. The negative constant of -0.380 suggests that in the absence of digitalization, supportive work culture, and employee competence, the predicted performance would be slightly below zero. The positive coefficients for digitalization (0.442), work culture (0.307), and competence (0.419) reveal that improvements in any of these variables are linked to corresponding increases in employee performance. This demonstrates that advancing technological utilization, cultivating a constructive organizational culture, and enhancing employees' knowledge and skills collectively play a significant role in boosting overall performance levels.

Hypotheses

A t-test analysis was conducted to determine how each independent variable individually affects employee performance at Satbrimob Polri Primary Clinic [22]. With a significance level of 0.05 and a t-table value of 2.042, digitalization (X1) demonstrated a t-score of 3.247 and significance of 0.003, showing a meaningful positive effect. In contrast, work culture (X2) recorded a t-score of 1.358 and significance of 0.185, indicating it does not significantly influence employee performance. Competence (X3) had a t-score of 2.999 with a significance of 0.006, confirming its significant impact on performance. These results reveal that performance improvements are notably driven by digitalization and competence, while work culture lacks a statistically significant contribution.

The overall significance of the regression model was examined through a simultaneous F-test to identify whether the independent variables [23], namely digitalization, work culture, and competence, jointly affect employee performance at the Satbrimob Polri Primary Clinic. This test contrasts the assumption of no simultaneous influence against the proposition of a statistically meaningful combined effect. The evaluation was conducted at a 5% significance level, where the null hypothesis is rejected if the calculated F-statistic exceeds the tabulated value and the associated probability is less than 0.05. The detailed outcomes of this test are presented in Table 2.

Table 2. Simultaneous Test (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	389.649	3	129.883	70.961	0.000
Residual	53.078	29	1.830		
Total	442.727	32			

Predictors: digitalization, work culture, and competence
Dependent Variable: Employee Performance
Source: SPSS Output (2025)

At a 5% level of significance, the obtained F-statistic of 70.961 surpasses the threshold value of 2.934, with a corresponding probability of 0.000. This outcome indicates strong statistical support for the alternative hypothesis, demonstrating that the independent variables collectively influence employee performance. Consequently, the

proposed regression framework is appropriate for capturing the joint contribution of digitalization, work culture, and competence to employee performance at the Satbrimob Polri Primary Clinic.

Coefficient of Determination

The explanatory capacity of the regression model was evaluated using the coefficient of determination (R^2), which quantifies the proportion of variance in the dependent variable explained by the set of independent variables [24]. Values of R Square range between zero and one, with higher values indicating greater model effectiveness in capturing outcome variability. The detailed results of this assessment are reported in Table 3.

Table 3. Coefficient of Determination (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.938	0.880	0.868	1.35288

Predictors: digitalization, work culture, and competence

Dependent Variable: Employee Performance

Source: SPSS Output (2025)

The findings displayed in Table 3 reveal that the model achieves an R Square of 0.880, indicating that nearly nine-tenths of the changes in employee performance can be attributed to digitalization, work culture, and competence. The unexplained portion, amounting to 12.0%, is associated with other influences not addressed in this study. This evidence suggests that the regression model is highly effective in capturing the key drivers of employee performance.

Dominant Variable

A dominance assessment based on partial regression results was applied to determine the variable with the greatest explanatory strength [25]. The comparison of t-values demonstrates that digitalization (X1) produces the highest statistic ($t = 3.247$), followed by competence ($t = 2.999$), while work culture ($t = 1.358$) shows a comparatively weaker effect. These results indicate that digitalization is the most powerful predictor of employee performance in the Satbrimob Polri Primary Clinic context. The findings emphasize that technological integration and digital capability development are more influential in driving performance outcomes than cultural or competency factors in this model.

3.2. Discussion

The Effect of Public Service Digitalization on Employee Performance

The findings of this study demonstrate that public service digitalization has a statistically significant effect on employee performance at the Satbrimob Polri Primary Clinic in East Java. This result indicates that the integration of digital systems enhances employees' ability to carry out their duties more effectively by supporting efficiency, accuracy, and responsiveness in service delivery. Digitalization encourages positive work-related attitudes, such as adaptability to change, curiosity, integrity, and collaborative behavior, which are essential in assessing how well employees perform their roles in a modern public service environment [26] [27]. Well-designed digital systems enable users to easily identify, access, and interpret data, thereby reducing procedural complexity and supporting faster decision-making in daily operations.

Moreover, the availability of adequate digital facilities allows employees to complete tasks more independently and accurately, ultimately improving individual and organizational performance. The utilization of information technology serves as a strategic tool for performance enhancement, particularly in organizations that rely heavily on data processing and service responsiveness. This finding aligns with [28], who emphasizes that information technology adoption significantly contributes to improved organizational performance. In addition, [29] argue that technological implementation not only increases work efficiency but also reshapes work culture at both individual and institutional levels. In this context, public service digitalization can be understood as employees' behavioral orientation toward using information technology to complete tasks and improve their overall performance.

The Effect of Work Culture on Employee Performance

The results of this study indicate that work culture plays an important role in shaping employee performance at the Satbrimob Polri Primary Clinic. Empirically, this can be explained by the presence of strong organizational values within the clinic, including discipline, responsibility, teamwork, and a strong orientation toward public service. A positive work culture creates a supportive working environment that fosters productivity and motivates employees to meet performance targets [30]. Elements such as open communication, exemplary leadership, and a

shared commitment to organizational goals further strengthen the relationship between work culture and employee performance outcomes [31].

The regression coefficient for work culture reflects those improvements in organizational values and norms are associated with higher levels of employee performance, assuming other variables remain constant. This finding confirms that a well-internalized work culture functions as a powerful driver of employee behavior and performance. The results are consistent with previous studies conducted by [32] [33] [34], which conclude that organizational culture significantly contributes to performance improvement. These consistent findings reinforce the view that work culture is not merely a set of normative values but a strategic human resource management instrument capable of enhancing performance in public sector organizations, including healthcare institutions such as the Satbrimob Polri Primary Clinic.

The Effect of Competence on Employee Performance

The analysis reveals that employee competence has a significant influence on performance at the Satbrimob Polri Primary Clinic. This result highlights competence as a critical psychological and professional factor that drives employees to perform optimally and contribute effectively within the workplace. Employees with high levels of competence tend to demonstrate greater motivation, accountability, and consistency in fulfilling their responsibilities [35]. Competence enables individuals to apply their knowledge and skills efficiently, leading to higher-quality work outcomes and improved service delivery [36].

Competent employees also exhibit stronger work resilience, are less likely to experience performance decline under pressure, and are more proactive in pursuing skill development and training opportunities [37]. Conversely, low competence levels may lead to reduced productivity, higher absenteeism, and increased workplace dissatisfaction. In healthcare institutions such as the Satbrimob Polri Primary Clinic, it is essential for management to actively foster employee competence through clear career development pathways, performance recognition, open communication, and a supportive work environment. By prioritizing competence development, organizations can cultivate a workforce that is not only skilled but also highly committed and loyal, ultimately enhancing public service quality and overall institutional performance [38].

4. Conclusion

The findings indicate that employee performance at the Satbrimob Polri Primary Clinic is influenced by the integration of digital systems, the strength of workplace culture, and the level of employee competence. Digital tools facilitate faster and more efficient work processes, while a supportive organizational environment promotes discipline, teamwork, and accountability. In addition, competent employees are better equipped to translate their expertise into effective job performance. These results underline the importance of combining technological development, organizational values, and human capital enhancement to improve performance in public healthcare settings.

In light of the research outcomes, several recommendations can be put forward. The Satbrimob Polri Primary Clinic should continuously strengthen employee competence through job-oriented training, professional development programs, and skill-based workshops that address both operational and managerial needs. Moreover, as digitalization emerged as a key driver of performance, expanding and upgrading digital systems is essential to further support efficient service delivery and employee output. Given the scope of this study, future research is also encouraged to examine other determinants, including leadership, work satisfaction, workload intensity, and organizational support, in order to broaden insights into performance dynamics within Satbrimob-affiliated healthcare institutions.

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