ANALYSIS OF THE INFLUENCE OF HUMAN RESOURCE COMPETENCE AND SERVICE QUALITY ON CUSTOMER SATISFACTION OF THE REGIONAL SECRETARIAT OF SURABAYA CITY

HUBUNGAN ANTARA *WORKLOAD, TECHNOSTRESS, WORK LIFE BALANCE* DAN KINERJA PEGAWAI DI SEKRETARIAT DAERAH KOTA SURABAYA

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Abstract
The purpose of this study is to determine the influence of human resource competence and service quality on customer satisfaction of the Surabaya City Regional Secretariat. This research is a quantitative descriptive research. Data collection was carried out through the distribution of questionnaires with a research sample of 122 respondents from a population of 176 respondents. The statistical analysis used in this study is Multiple linear regression with the help of Software SPSS. Data testing instruments are carried out by data validity tests, data reliability tests and The classical assumption test consists of a normality test, a multicollinearity test, an autocorrelation test, and a heterokedasticity test. The method used to test the hypothesis is to use the Partial Influence Test (t- Test), the Simultaneous Influence Test (Test F) and the Determination Test (R2). The results of the study show that there is an influence of human resource competence, tangibles, reliability, responsiveness, assurance, and Empathy have a positive and significant effect both partially and simultaneously on customer satisfaction of the Derah Secretariat of the City of Surabaya.

INTRODUCTION

The era of globalization requires an organization, both government and private, to beable to work properly and appropriately in order to implement the programs and goals of theorganization. An organization is said to be successful if it can achieve the goals that have been set. To be able to implement programs and achieve organizational goals, the most valuable asset is the availability of quality human resources. The availability of quality human resources is one of the supports so that organizations can carry out their activities well. Human resources are the most important asset in an organization because of their role as the subject of implementing policies and organizational operational activities. Given the importance of the role of human resources in an organization, competence is an aspect to determine the success of an organization.

Organizational goals can be achieved if they are supported by competent human resources in their fields. Thus, competencies become important and very useful to help organizations improve their performance. Kristina Ciziuniene (2016) in the journal Procedia Engineering entitled *Research on Competencies of Human Resources in Transport* revealed that "*competence is the ability to perform certain activities based on the overall knowledge, ability, skills and values*". So competence

shows knowledge, skills and attitudes in carrying out certain tasks of a profession. Competence is indispensable for every human resource. The better the competence of human resources, the better the performance. However, in reality, there are still human resources who do not have competence in accordance with the competency demands of their positions. One of the problems related to human resource competence is referring to the ability to carry out a position or task competently and how people should behave to carry out their roles competently. For example, there are still human resources inan organization that do not match the competencies they have with the demands of the competence of the position.

Based on field observations made by researchers at the Regional Secretariat of the City of Surabaya, there are employees who are placed not in accordance with their educational background, there is a need for development to improve human resource competencies such as training, so far development is only for ASN employees while the workload is mostly carried out by non-ASN employees, some employees do not have workexperience in the office, lack of special skills for employees in carrying out His duties are such as lacking mastery in using office equipment to support his work. It was also found thatthere are still employees who have little interest in working and there are still some employees who have not been able to adjust to their new jobs. Some of these problems wereidentified as factors that showed that the competence of the human resources of the Regional Secretary of Surabaya City was not optimal, so that the implementation of his duties often did not run optimally.

Based on previous research, it has been shown that there is an influence of human resource quality and service quality on community satisfaction, such as in the research of Honifa & Derriawan (2021) entitled The Influence of Human Resource Competence and Service Quality on General Patient Satisfaction which has an impact on revisiting at AndiliaClinic, Bogor Regency, the results of the research show that HR Competence and service quality have an effect on patient satisfaction. In conclusion, patient satisfaction is a partial mediator between the dimension of service quality and the interest in repeat visits. Customers who are very satisfied will be interested in making a return visit. Chaerur Rijal, et al. (2020) entitled The Effect of Service Quality Facilities and Human Resource Competence on Service User Satisfaction at PT Pelabuhan Indonesia (Persero) the results of the study show that partially and simultaneously Facilities, Service Quality and Human Resources Competence have a positive and significant effect on Service User Satisfaction at PT. Pelabuhan Indonesia (Persero), however, in the research of Muhammad Amhas (2018) entitled The Influence of Human Resources, Service Quality, and Employee Performance on Customer Satisfaction shows that directly the quality of human resources has no influence on customer satisfaction, directly service quality has an influence on customer satisfaction, and directly employee performance has an influence on customer satisfaction.

From the above review, it can be described the importance of human resource competence and service quality to customer satisfaction, therefore, the Regional Secretariat in supporting the implementation of the duties of the Regional Apparatus needs to improve services to customer (Regional Apparatus) professionally, honestly, fairly, and evenly in the implementation of and be neutral towards all groups in providing services to customer (Regional Apparatus), because with these attitudes that are put forward in providing services will create good communication between Regional Secretariat with customer (Dearah Device)so that effective and efficient services to customers (Regional Apparatus) can be achieved which will further foster customer satisfaction (Regional Apparatus). In evaluating whether the services provided to customers (Regional Apparatus) by the Regional Secretariat of the City of Surabaya have met expectations or not using several attributes or factors as benchmarks (Zeithaml, Parasuraman, and Berry in Lupiyoadi, 2009:148) known as Service Quality (SERVQUAL). As for the concept, attributes or factors which is assessed to include direct tangibles, reliability, responsiveness ,Assurance, and empathy.

In the journal Procedia Engineering entitled Research on Competencies of Human Resources in Transport revealed that "competence is the ability to perform certain activities based

on the overall knowledge, ability, skills and values." So competence shows knowledge, skills and attitudes in carrying out certain tasks of a profession. Competence is indispensable for every human resource. The better the competence of human resources, the better the performance and the customer will be satisfied.

Regulation of the Head of the State Civil Service Agency Number 8 of 2013 concerning Guidelines for the Formulation of Technical Competency Standards for Civil Servants explains that technical competence is the work ability of every civil servant which

 includes aspects of knowledge, skills and work attitudes that are absolutely necessary in carrying out their main duties.

Service Quality is a comparison between the quality that customers receive (perceived quality), that is, after receiving a service with the expected quality. In other words, if the value of the service received is lower than the expected service, then the desire (interest)customers will decrease. The customer's perception of a high-quality service is shaped by the difference between the service received and expected. (Kotler, 2000). Five dimensions of service quality that can be used when compiling a service quality assessment based on the comparison of expected and observed services, namely: tangible, reliability, responsiveness , assurance, and empathy. Using five dimensions Service Quality to form an assessment of service quality based on a comparison of expected and perceived or received services (Fitzsimmons.2014, p. 145).

According to Parasuraman in Herlis Sukma (2020) there are five dimensions of service quality, the five dimensions include: Direct tangible,or physical evidence is the ability of an agency to show its existence from outside parties. What is meant is that the appearance and ability of the company's physical facilities and infrastructure and the state of the surrounding environment are tangible evidence and the services provided. Reliability namely the ability of employees to provide to carry out the promised services in a timely, accurate, and satisfactory manner. Responsiveness is the availability to provide assistance to customers quickly and precisely, as well as to help customers in the community by conveying clear and easy-to-understand information. Assurance is the knowledge, politeness and ability of agency employees to increase the trust of public customers in the agency, and empathy , which is the willingness to serve, provide protection and learn the wants and needs of customers through a personal and relational approach. Human relationships are related to the interaction between service workers and customers. Empathy is the ability to build unique communication relationships, provide personalized attention, and understand customer needs.

Customer satisfaction is a feeling of pleasure or disappointment that a person feels that comes from a comparison between his impression of the performance (results) of a product and his expectations, in other words satisfaction as an evaluation after consuming an alternative chosen at least meets or exceeds expectations (Kotler and Keller, 1008:177). Customer satisfaction is an emotional response to the evaluation of the consumption experience of a product or service, Tjiptono (1997:24). According to Pasolong (2010) stated that the better the government and the quality of services provided, the higher the customer trust (high trust). When customers get good service and feel satisfied, then public trust will increase.

According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017, public satisfaction is the result of public opinions and assessments of the performance of services provided to public service providers. Because the success of government public service providers depends on customer satisfaction, public service providers are the main factor that needs to pay attention to customer satisfaction. Public service providers are employees of a government agency who carry out public service functions in accordance with the regulations set by law, and recipients of public services are individuals, communities, government agencies, or the business world who benefit from these activities. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for the Preparation of Community Satisfaction Surveys, public service provider units consist of 9 (nine) elements, namely :p requirements, systems,

mechanisms and procedures, completion time, costs/tariffs., product specifications, types of services, implementing competencies, implementing behavior, handling complaints, suggestions and inputs, and facilities and infrastructure.

RESEARCH METHODS

This type of research is quantitative, descriptive and survey. Descriptive research is carried out to find out and explain the characteristics of several variables in the situation. Meanwhile, quantitative research is an objective research approach, including the collection and analysis of quantitative data and the use of statistical testing. The hypothesis formulated in this study will be tested to explain the influence of Human Resources competence, physical form, reliability, responsiveness, assurance and empathy on customer satisfaction. In this study, parametric statistics were used. Parametric statistics are statistics used to analyze interval or ratio data, taken from a normally distributed population (Sugiyono, 2014:23). Parametric statistics are the parts of statistics whose parameters of the population follow a certain distribution, such as normal distributions, and have homogeneous variances (Iqbal Hasan, 2005:9). So, parametric statistics are statistics that the type of distribution or distribution of data spreads normally or not. In other words, the data to be analyzed using parametric statistics must meet the assumption of normality. The data analyzed is interval or ratio data. The requirements for parametric statistics are from a population with a normal distribution, a sample taken randomly, a sample with the same variance, an interval or ratio measurement scale. Based on the conditions mentioned, the study has met the requirementsfor parametric statistics where the sample in this study is taken randomly and has the same variance. The measurement scale in this study is also in accordance with the requirements of parametric statistics, namely using an interval scale.

- Population and sample

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are used in research to be studied and then concluded. (Sugiono, 2014:80). The population in this study is customers (RegionalApparatus) who provide services to the Regional Secretariat of the City of Surabayawhich amounted to 176 respondents. By using the slovin formula with a population of 176 people and the margin of error used is 0.05, the number of samples required in this study is 122 respondents.

- Data collection and Analysis Techniques

The data collection methodology used in this research is that data collection is carriedout by means of questionnaire preparation, questionnaire distribution, interviews anddirect observation by the author. Some steps conducted in multiple regression analysis are as follows:

1. Validity and Reality Test
2. Classical assumption test
3. Multiple linear regression analysis
4. Hypothesis testing (partial and simultaneous)
5. Coefficient determination

RESULTS AND DISCUSSION

a. Data Validity Test

Validity test is a measure that shows the levels of validity or validity of an instrument where a good questionnaire is a questionnaire that can clearly measure the framework of the research conducted. Arikunto (2002:144). Testing the validity of each question item was carried out by calculating the correlation of the Pearson product moment between the item score and the total score. According to Priyatno, a question item is said to be valid if the significance < 0.05 or r calculation > r table. The data on the results of the validity test with the SPSS program is as follows:

Table 1. Validity Test

VARIABLE	CODE	CORRECTED ITEM TOTAL CORRELATION (R CALCULATE)	(R TABLE) (N=122; A 0.05)	DECISION
HUMAN RESOURCE COMPETENCIES (X1)	X1.1	0,576	0,182	VALID
	X1.2	0,428	0,182	VALID
	X1.3	0,457	0,182	VALID
	X1.4	0,540	0,182	VALID
	X1.5	0,452	0,182	VALID
	X1.6	0,492	0,182	VALID
TANGIBLE (X2)	X2.1	0,546	0,182	VALID
	X2.2	0,502	0,182	VALID
	X2.3	0,496	0,182	VALID
	X2.4	0,628	0,182	VALID
RELIABILITY (X3)	X3.1	0,640	0,182	VALID
	X3.2	0,449	0,182	VALID
	X3.3	0,596	0,182	VALID
RESPONSIVENESS (X4)	X4.1	0,687	0,182	VALID
	X4.2	0,531	0,182	VALID
	X4.3	0,509	0,182	VALID
ASSURANCE (X5)	X5.1	0,598	0,182	VALID
	X5.2	0,575	0,182	VALID
	X5.3	0,643	0,182	VALID
EMPATHY (X6)	X6.1	0,588	0,182	VALID
	X6.2	0,448	0,182	VALID
	X6.3	0,463	0,182	VALID
	X6.6	0,664	0,182	VALID
CUSTOMER SATISFACTION (Y)	Y.1	0,505	0,182	VALID
	Y.2	0,485	0,182	VALID
	Y.3	0,370	0,182	VALID
	Y.4	0,401	0,182	VALID
	Y.5	0,373	0,182	VALID
	Y.6	0,497	0,182	VALID
	Y.7	0,423	0,182	VALID
	Y.8	0,458	0,182	VALID
	Y.9	**0,469**	**0,182**	VALID

Source: 2024 Data Analysis Results
Table 1. shows the results of the validity test of the variables HR Competence, Tangible, Reliability, Responsiveness, Assurance, and Empathy obtained a value of Corrected item total

correlation (r calculated) calculated > r table 0.182 meaning that each item of statement from the variables HR Competence, Tangible, Reliability, Responsiveness, Assurance, and Empathy used in the study is valid.

b. Reliability Test

The reliability test is used to find out whether the indicators used in the questionnaireare reliable and reliable as a variable measuring tool, where the research instrument or questionnaire is said to be reliable if the value of Cronbach's alpha (r $_{calculate}$) > 0.60. Furthermore, the data on the results of the reliability test with the SPSS Program can be seen in Table 2. next:

Table 2. Reliability Test Results

VARIABLE	CRONBACH'S ALPHA	INFORMATION
HR COMPETENCIES (X1)	0,763	RELIABLE
PHYSICAL EVIDENCE (X2)	0,785	RELIABLE
RELIABILITY (X3)	0,771	RELIABLE
RESPONSIVENESS (X4)	0,789	RELIABLE
ASSURANCE (X5)	0,806	RELIABLE
EMPATHY (X6)	0,774	RELIABLE
CUSTOMER SATISFACTION (Y)	**0,752**	RELIABLE

Source : 2024 Data Analysis Results

Based on the results of the reliability test of the research instruments, as shown in Table 4. , where the test results show that all research variables show a value of > 0.60 so that all research instruments have a reliable status. Thus, the research data is valid and suitable for hypothesis testing

c. Normality Test

The normality test tool used to test data that is normally distributed is the One Sample Kolmogorov-Smirnov (KS). In normality testing using the Kolmogorov-Smirnov test, ifthe probability value > 0.05 then Ho is accepted while if the probability value is <0.05 then Ho is rejected (Ghozali, 2016). The data on the results of the normality test with theSPSS Program can be seen in Table 3. next:

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		122
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	,12528332
Most Extreme Differences	Absolute	,078
	Positive	,076
	Negative	-,078
Test Statistic		,078
Asymp. Sig. (2-tailed)		,065[c]

Source: 2024 Data Analysis Results

Based on table 3. *SPSS output* above, shows that the significant value *of Asymp. Sig. (2-Tailed)* is 0.65 > from 0.05. Therefore, in accordance with the basis for decision-making in the Kolmogorov-Smirnov test normality test, it can be concluded that the data is normally distributed.

d. Multicollinearity Test

The Multicollinearity Test of a regression will interfere with the results of the research so that inefficient and effective parameters are produced, thus making errors in the parameters produced. Regression is good if it does not have multicollinearity init so that it does not cause errors. The existence of the multicollinearity test can be seenthrough the *VIF* (*Variance Inflation Factors*) value or the tolerance value, namely *theVIF* value < 10.00 or the tolerance value > 0.10 can be seen in Table 4. as follows:

Table 4. Multicollinearity Test

	UNSTANDARDIZED COEFFICIENTS	SIG.	COLLINEARITY STATISTICS	
TYPE			Tolerance	**VIF**
1	(Constant)	,003		
	X1	,000	,595	**1,680**
	X2	,000	,722	**1,386**
	X3	,012	,665	**1,503**
	X4	,000	,792	**1,262**
	X5	,024	,829	**1,206**
	X6	**,010**	**,686**	1,458

a.   Dependent Variable: Y Source: 2024 Data Analysis Results

Table 4. shows that HR Competence, Physical Evidence, Reliability, Responsiveness, Assurance, and Empathy have a VIF value of < 10.00 and a tolerance value of >0.10, respectively. This shows that the indication of the existence of multicollinearity in the equation in the study is not proven or there is no multicollinearity, so the relationship between independent variables can be tolerated so that it does not interfere with theregression results.

e. Heterokedasticity Test

The Heterokesdasity test results in inefficient regression coefficient perception. The diagnosis of heterokedasticity can be made by paying attention to the residue of the predicted variables. If the distribution of points in a particular plot or line trend, then it can besaid that the model does not meet the assumption of heterokedasticity or the regression model is said to be qualified to predict. Heterokedasticity was tested using *scatterplot* graphs. The results of the Heterokedasticity Test can be seen in Figure 1. next:
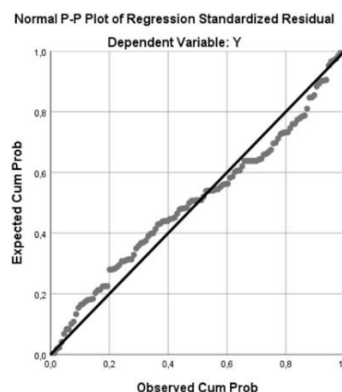

Figure 1. Heterokedasticity Test Results
Source : 2024 Data Analysis Results

Figure 1. showed that there was no heterokedasticity because there was no clear pattern

and diffuse points. The decision is that if there is a certain pattern that forms a certain pattern thatis regular, then heterokedasticity occurs, on the other hand, if there is no clear pattern and points spread, then heterokedasticity does not occur.

d. T-Test

The partial test was used to see the influence of independent variables in this case HR Competence (X1), Tangible (X2), Reliability (X3), Responsiveness (X4), Assurance (X5), and Empathy (X5) partially on the dependent variables of Customer Satisfaction The resultsof the partial test can be seen in Table 5.

Table 5. T-Test Results

	Type	UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.
		B	Std. Error	Beta		
1	(Constant)	,939	,308		3,049	,003
	X1	,266	,071	,293	3,766	,000
	X2	,249	,059	,058	3,828	,000
	X3	,098	,050	,143	2,951	,012
	X4	,172	,044	,261	3,877	,000
	X5	,094	,041	,150	2,282	,024
	X6	**,130**	**,049**	**,191**	**2,636**	,010

a. Dependent Variable: Y Source: 2024 Data Analysis Results

From the table above, it can be concluded that X1, X2, X3, X4, X5, and X6 show the t-calculated value > the t-table; and the p-value is less than 0.05. The results of the study showedthat the variables of HR Competence (X1), Tangible (X2), Reliability (X3), Responsiveness (X4), Assurance (X5), and Empathy (X5) had a positive and significant effect on Customer Satisfaction.

e. F- Test

The simultaneous hypothesis testing aims to see the influence of the Independent variablesof Human Resources Competence, Tangible, Reliability, Assurance, and Empathy on the dependent variables of Student Satisfaction. The results of simultaneous hypothesis testing canbe seen in Table 5.

Table 5. Results of Simultaneous Hypothesis Testing (Test F)

ANOVA

TYPE		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	Regression	2,692	6	,449	27,168	**,000B**
	Residual	1,899	115	,017		
	TOTAL	**4,591**	**121**			

a. Dependent Variable: Y
b. Predictors: (Constant), X6,
    X5, X4, X2, X3, X1Source :
    2024 Data Analysis Results

Table 5. shows that the F value of the calculation obtained is F calculation 27,168 > F table(0.05) 1.980 with a p-value of 0.000 which is smaller than α 0.05 or (0.000 < α 0.05), because the F value of the calculation is greater than the F value of the table, it isconcluded that together Human Resources Competence, Tangible, Reliability, Responsiveness, Assurance, and Empathy have a significant effect on Customer Satisfaction of the Regional Secretariat of Surabaya City.

g. Determination Test (R^2)

The determination coefficient (R^2) is used to explain how much influence all independent variables of HR Competence, Tangible, Reliability, Responsiveness, Assurance, and Empathy on the dependent variables of CustomerSatisfaction. The value of the determination coefficient can be seen in Table 6. Next:

Table 6. Determination Test Result (R^2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,766[a]	,586	,565	,12851

a. Predictors: (Constant), X6, X5, X4, X2, X3, X1
b. Dependent Variable: Y

Source : 2024 Data Analysis Results

Table 6. showed that the determination test result (R^2) was 0.586. This value shows that the influence of independent variables, namely Human Resources Competence, Tangible, Reliability, Responsiveness, Guarantee, and Empathy on the dependent variable, namelyCustomer Satisfaction of the Surabaya City Regional Secretariat, is 58.6 percent, while theremaining 41.4 percent is influenced by other factors that are not included in this study.

DISCUSSION

1. Human Resource Competence on Customer Satisfaction of the Regional Secretariat The first hypothesis proposed was accepted with the HR competency variablesignificance value of 0.000 < 0.05, meaning that the hypothesis accepted by HRCompetency has an effect on the Customer Satisfaction of the Regional Secretariat.This shows that H1 is accepted, which means that HR competence has a significant effect on customer satisfaction because, if HR competence is good, it will have apositive impact on the customer satisfaction of the Regional Secretariat.

2. Tangible of Regional Secretariat Customer Satisfaction
    The hypothesis proposed second is accepted with the variable of physical evidence applied by the Regional Secretariat to be able to increase customer satisfaction, it turns out to be proven by the size of the contribution through the contribution value (β1) = 0.249 and can also be shown through the results of its significance, namely tcal = 3.828 with probability = 0.00 < 0.05. Furthermore, empirical evidence linking physical evidence to the research of Herlis Sukma and Hardi Utomo, 2020. The results of the study showed that physical evidence had an effect on community satisfaction had an influence of 16%, while the rest

was influenced by other factors by 84%, explained by other factors outside the variables studied. Therefore, physical evidence at the Tengaran Police Station of the Semarang Police must be further improved for the satisfaction of the community.

3. Reliability to Customer Satisfaction of the Regional Secretariat
    The third hypothesis proposed was accepted with the reliability variable applied by the Regional Secretariat to be able to increase customer satisfaction, it turned out to be proven by the size of the contribution through the contribution value ($\beta1$) = 0.198 and can also be shown through the results of its significance, namely tcal = 2.951 withprobability = 0.012 < 0.05. Furthermore, empirical evidence linking reliability to the research of Herlis Sukma and Hardi Utomo, 2020. The results of the study showed that reliability had an influence on community satisfaction by 18%, while the rest wasinfluenced by other factors by 82%, explained by other factors outside the variables studied. Therefore, physical evidence at the Tengaran Police Station of the Semarang Police must be further improved for the satisfaction of the community.

4. Responsiveness to Customer Satisfaction of the Regional Secretariat
    The four hypothesis proposed was accepted with the responsiveness variable applied by The Regional Secretariat is able to increase customer satisfaction as evidenced by the amount of its contribution through the contribution value ($\beta1$) = 0.172 and can also be shown through the results of its significance, namely tcal = 3.877 with probability = 0.000 < 0.05. Furthermore, empirical evidence linking responsiveness to the research of Herlis Sukma and Hardi Utomo, 2020. The results of the study showed that responsiveness had an influence on community satisfaction by 31%, while the rest was influenced by other factors by 69%, explained by other factors outside the variables studied.

5. Assurance for Customer Satisfaction of the Regional Secretariat
    The five hypothesis proposed was accepted with the assurance variable by the Regional Secretariat is able to increase customer satisfaction as evidenced by the amount of the contribution through the contribution value ($\beta1$) = 0.094 and can alsobe shown through the results of its significance, namely tcal = 2.282 with probability = 0.024 < 0.05. Furthermore, empirical evidence linking responsiveness to the research of Herlis Sukma and Hardi Utomo, 2020. The results of the study showedthat responsiveness had an influence on community satisfaction by 22,7%, while therest was influenced by other factors by 83,3% explained by other factors outside thevariables studied.

6. Empathy for Customer Satisfaction of the Regional Secretariat
    The five hypothesis proposed was accepted with the empathy variable by the Regional Secretariat is able to increase customer satisfaction as evidenced by the amount of its contribution through the contribution value ($\beta1$) = 0.130 and can alsobe shown through the results of its significance, namely tcount = 2.636 with probability = 0.010 < 0.05. Furthermore, empirical evidence linking responsiveness to the research of Herlis Sukma and Hardi Utomo, 2020. The results of the study showed that responsiveness had an influence on community satisfaction by 21,4%, while the rest was influenced by other factors by 88,6% explained by other factors outside the variables studied. Therefore, empathy at the Tengaran Police Station of the Semarang Police must be further enhanced for community satisfaction.

PENUTUP

1. This study proves that the variables of HR Competence (X1), Physical Evidence (X2), Reliability (X3), Responsiveness (X4), Assurance (X5), and Empathy (X6) have a positive and significant effect on Customer Satisfaction of the Regional Secretariat of Surabaya City.
2. The results of the data processing output in the research that has been conducted by the

researcher show that the HR Competency variable has more influence than other variables, namely Tangible, Reliability, Responsiveness, Assurance, and Empathy.

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