

# **Analysis of Quality of Service, Employee's Ability and Performance toward Public Satisfaction**

Helmiatin  
Universitas Terbuka  
cmia390@gmail.com

Noorina Hartati\*  
Universitas Terbuka  
orinbblbaut@gmail.com

*Presented at the: SIBR Hong Kong 2015 Conference on Interdisciplinary Business and Economics Research, 3rd-4th October 2015, Hong Kong.*

## **ABSTRACT**

Public services cannot be separated from public area and political aspect as heterogeneous stakeholders. The first impressions of public service had not met the standard services, for example in adequacy, ability, and performance of the services. Serving the needs of the people is some kind of hard work if the staffs don't have skill to do a good job. The fact is that there is still lack of human resources that meet the requirements to service better in the district office. The aim of the research is to gain information about public services in the district offices as a part of public services. Furthermore, the research is also trying to find the problems that appear in the district offices. This research is using survey method, to answer the research objectives, and to process data in this study is using LISREL program. The result showed that the disciplined of staff are increased, the time range of services are shorter. In order to elaborate the rules in public services, there should be a clear reward and punishment applied.

**Keywords: public service, performance, public satisfaction**

## **1. INTRODUCTION**

Civil servants are human resources in the government offices, they have duties to give services to the community. Government in every country has always been concerned with providing good performance on public service. Development and growth of the autonomy region would grow rapidly, as seen in Banten one province of Indonesia. One city is Tangerang Selatan with big population and one of the city buffers. The complicated bureaucracy in service performance sometimes made negative impressions to citizen. It becomes a paradox and complex problem for the management of public organizations if it's compare with private organizations. That would be a challenge for the leader of public organizations that expected to develop the competency of an organization effectively, efficiently, accountability and responsiveness and also transparency. The plurality of the community and citizen need a good service performance from the officer of the district. In the field of organization's services, there is unfavorable impression of the administrative services

in public organizations line up at the village level. The leader of the district office needs to increase the capability, capacity, and human resource performance in serving people. When people see the competencies of staff, they would be satisfied with the performance and services.

One of the competencies is ability. Ability means capacity of employees to carry out their work. The employee's ability is to hold a variety of elements such as manual and intellectual skills, even to the personal traits possessed. These elements also reflected the education, training and experience required as specified job. True power is an element of the implementation of the necessary work to enable employees to work in a certain way (Sariyathiet.al. 2006).

Village government as one of the official organization should provide the basic concept of service that is quickly, correctly and safely, because the community and people need best service quality. The context of this research is on public organizations, particularly in public service of district area. From the background above, the research tried to answer following questions:

- 1) Is there a significant effect of quality of service on public satisfaction?
- 2) Is there a significant effect of employee's ability on public satisfaction?
- 3) Is there a significant effect of employee's performance on public satisfaction?

Research Objectives are to analyze the quality of service, analyze employee's ability, and analyze employee's performance compare with public satisfaction on public service. The results of this study are expected to provide a more actual image of the quality of services, capabilities and performance of employees to the satisfaction of the people in the district of South Tangerang.

### **1.1. Hypothesis**

Based on the framework and the research model can be developed the following hypothesis:

- 1) Hypothesis1: There is a significant effect of employee's ability on public satisfaction.
- 2) Hypothesis 2: There is a significant effect of quality of service on public satisfaction
- 3) Hypothesis 3: There is a significant effect of performance on public satisfaction.

## **2 Research Methodology**

### **2.1. Methods of Data Analysis**

The location of the study was at city of South Tangerang in Banten Province. Data collection was conducted in April 2014 until July 2014. The population of the research was the people lived in those areas, and samples were people that came to the district

offices. This research was descriptive research, with survey method. The sample size was 210 respondents.

## 2.2. Smart PLS

Analysis of Quality of Service, Employee's Ability and Performance toward Public Satisfaction were using a model of structural equation model (SEM) Lisrel. The exogenous and endogenous variables are shown in the table (Table I).

**Table1: Variables and Indicator Quality of service, ability, performance and satisfaction**

Variabel	Indicators	Measurement
Exogenous variables Quality of Service	X1=time accuracy X2=service accuracy  X3=politeness X4=friendliness  X5 = comfort	Likert Scale
Exogenous variables Ability	X5=formal education X6=technical training X7=skill X8=carefulness	Likert Scale
Exogenous variables Performance	X9 =work quality X10=work quantity X11=reliability X12=presence  X13=cooperation	
Endogenous variables Public satisfaction	Y1= trust  Y2= quality  Y3= capability  Y4= responsibility  Y5= empathy	Likert Scale

## 3. Analysis and Discussion

Services are any activity or benefit that is offered by one person to the other and essentially intangible and does not result in the ownership of anything and production may or may not be associated with a physical product (Kotler, 1995). As a process, the service takes place regularly and continuously covers the entire life of the organization in society (Moenir, 2002).

Employees who have the capability are considered to be able to answer the demands of his job description as they have sufficient skill and ability. Ability to work is also associated with intellectual and physical potential based on work experience. The ability of individuals affected by mental health and physical fitness of the individual concerned, education, training and work experienced (Simanjuntak, 2005).

There are three instruments that affect a person's ability to work:

1. Talent, is a person's ability from birth. If the talent develops continuously can achieve a high performance.
2. Interest, is when employees have a high interest in a job, then they will work with pleasure that is expected to increase the performance.
3. Personality factors. Personality is the sum of ways in which an individual interacts with others (Robbins, 2003).

While Satisfaction refers to an evaluation of what to expect with reality (the performance) that public felt with the services that have been provided by the district officials. There are some Indicators: (a) People's satisfaction of knowledge, ability, courtesy and reliability of the staff, (b). People's satisfaction of providing good info and clear by the authorities, (c). Peoples' satisfaction of fast and accurate service by the authorities, (d). People's satisfaction of concern and caring by the authorities.

The other definition of satisfaction is a person's feeling regarding comfort or disappointment resulting from the comparison between the performances (outcomes) or products compare to the expectations (Kotler, 2007). To fulfill people needs of complex services, government offices require professional human resources. Ideally the staffs are able to do comprehensive works, starting from planning procurement, placement, employee development, performance appraisal, promotion, education and training, compensation, remuneration, and discipline enforcement (Susila, 2010).

A survey shown that people's satisfaction is influenced by factors responsiveness, physical evidence, credibility and empathy, therefore, the entire apparatus of the village office needs to improve all of these factors, thus increasing the level of public satisfaction. Unit leader is expected to always give direction to subordinates and sent staff to attend courses and skills related to community services in order to improve service to the community so that the higher public satisfaction (Susila, 2010).

In this study, the relationship between latent variables with the indicator is reflective. The variables of quality of service were reflected by time accuracy, service, politeness, friendliness, and comfort. Ability's variables reflected by formal education, technical training, skill and carefulness. Performance reflected by work quality, work quantity, reliability, presence, and corporation. Public satisfaction reelected by trust, quality, capability, responsibility, and empathy (Rangkuti, 2003). Figure 1 shows the model of the research.

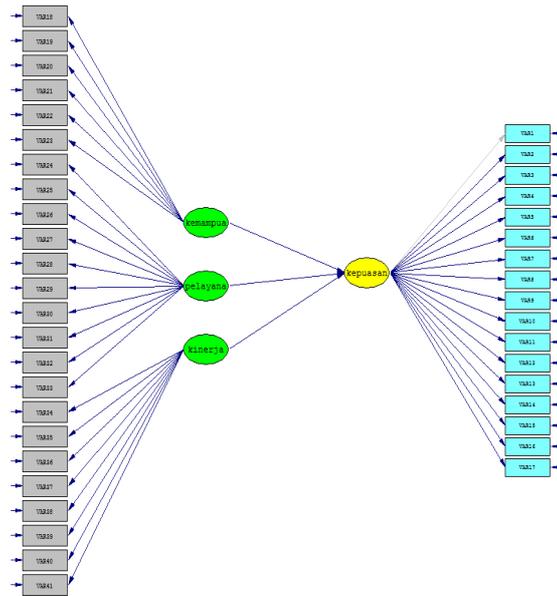


Fig. 1. Model of service quality, ability, performance and public satisfaction

Next step is testing the estimation model using Lisrel. From the three exogenous variables, ability has the highest value to public satisfaction compared to other variables. It can be seen from the loading value of satisfaction (0.81) is greater than the performance of (0.21) and services (0.10). The latent variables capability, service, performance and satisfaction can be seen from the indicators that formed it. As seen on figure 2.

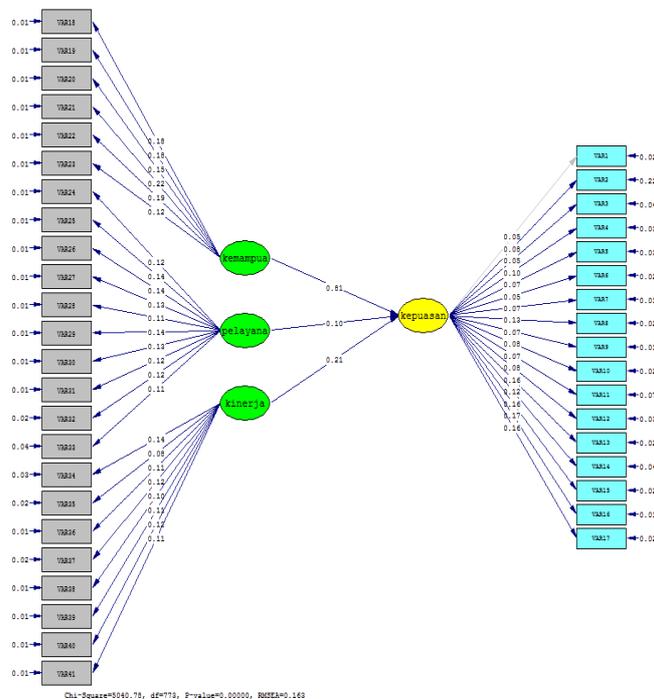


Fig. 2. Loading factor

### 3.1. Hypothesis Testing Results

#### Hypothesis 1

Hypothesis 1 was accepted because of t statistics = 3.98 is greater than the table = 1.96. This suggests that if the staffs have better ability, there will be a positive influence on public satisfaction.

#### Hypothesis 2

Hypothesis 2 was accepted because of t statistics = 2.31 is greater than the table = 1.96. This suggests that people get a better quality of service through discipline of the staff.

#### Hypothesis 3

Hypothesis 3 was accepted because of t statistics = 3.21 is greater than the table = 1.96. This suggests that staff performance has a positive influence to public satisfaction.

**Table 2. T-value**

Hypothesis	Path	Estimate	t-Value	Notes
1	Ability → Public Satisfaction	0.61	3.98	Significance
2	Quality of service → Public Satisfaction	0.10	2.31	Significance
3	Performance → Public Satisfaction	0.21	3.21	Significance

### 3.2. Discussion of Result

Good or bad services from officer in village or district area will bring values to the institution. The value can be positive or negative depending on the perception of the community that served. Various forms of service in the village are an integral part of governance's mechanisms. Government services, especially in the villages in the aspects of social life are varying from birth, marriage, divorce and death. For example, the publishing of marriage certificate, divorce papers, birth certificates, identity cards, and death certificate. In carrying out the function of service to the community, human resources in the village became the first man in services. Good service and good quality of services would not only be seen from the friendly smile from the staff, or a sincere attitude, but more than that there are some aspects which assessed with SERVQUAL (Service Quality). The dimension and attributes of SERVQUAL used for the measurement of quality which are the reliability, responsiveness, comfort/assurance, empathy, and tangibles (Sukesi, 2012).

The village officer states that staff and human resources always try to serve people better. They are serving people refer to the operational standards. Employees are

The staff or officers in Tangerang Selatan are trying to fulfill quality of service as previously described. However in practice, not all people were satisfied with the services. Because of time limitation or incomplete documents, people should extend their time and sometimes the cost.

There is no charge or fees to get the services, but some people are willing to give extra money that been refused by staff politely, because it is a part of excellent services. The operating standards do not allow a person or staff receiving a fee for services they provided. The operational standard refers to Law of services. In doing the jobs, employees are trying to be responsible and committed to serve the people who come to the office. From the survey, there are four chief areas on every task. First is economic development field, second is government area, third is social welfare and four is public service.

The main task of each chief is to ensure that every people who come to get a service must get an excellent service from staff. Despite the limited number of human resources, where the number of employees of the Village of less than 20 people and only 2 of them are civil servants, they have to give public service in good ways. They have to minimize complaints and problems from the people.

Some of the existing complaints from the public are time consuming when someone needs to get a fast service. For example, it needs more than 3 days to make a new identity card. The problems also can come from people itself. For example, if they want to make a good behavior's letter, they have to fulfill some document's requirements first before they can get the letter. Sometimes people don't get the information earlier, so they need longer time to get the services.

These problems often happened in rural areas such as Tangerang city. The urbanization or population's movement has always carrying out these problems for the city. The government officially has made rules that every person should update their identity card every five years.

The performance of employees can be seen from their discipline in routine jobs. To increase their ability, the government gives training. The trainings goals are to make the staff have more skills and understand the public service better. There are computer trainings, excellent services training, law and services training, society and humanity trainings and filling system training. Every staff has same opportunity and chance to follow the training they need.

On public satisfaction, the ability to work has a positive relationship and positively influences public satisfaction. The results of this study support the research (Susila, 2010), which said the employee is expected to always improve service to the community so that the satisfaction is higher. The quality of service has a positive influence on public satisfaction. This is in line with (Wibowo, 2010) that there are several dimensions to improve service include certainty time, clarity, ease of access and the courtesy and friendliness of employees.

This study also showed a significant relationship between performance and public service. The results are consistent with research form, that several factors can improve employee performance such as infrastructure. From interview with staff and human

resources department, they said that the office's infrastructure is already met their needs. Only one office still lack of computers. But the others infrastructure is good enough.

The employee as a part of human management, give socialization about public services regularly to community. Usually every month they were visiting and have a meeting with community. Criticisms and suggestions can be submitted by citizens in forums of meetings. In some offices, they provide a suggestion boxes in the room service for complaints. There are 4 boxes at the counters for each service.

As for reward and punishment, for employees who has a good performance, there are rewards for them. Instead of material rewards, the leader gives motivation and support to them. And for those who doesn't have discipline and lazy, the punishments is given to them. But until now there are no hard punishments. In fact, before they get a punishment, the leader of village officer give them a private conversation to discuss the problems. If they have problem with work environments, the leader arrange a retreat for all of employee as one of management's policy. The purpose is to avoid the negative behavior of all employees. In addition, the programs are held every year end.

To handle a workload which is unpredictable, the officer provides four counters for each different purpose. In order to give public satisfaction, they have to practice excellent service. First point is empathy. So, the staff should ask people politely and make them feel comfortable. A Good communication between employee and people should do in two ways. Instead of saying nothing, employees should explain many things that related with their intention.

The service also includes responsiveness. From questions and interviewed, people said that they got a hospitality services from the employee. The officer and employee answered all the questions and tried to solve the problems. If they couldn't finish the request they would kept it as a priority so solve on the next day.

If people asked are they satisfied with the services, there would be various answers. It's already known that satisfaction is a result of expectations and experience. The survey found that people were believed that they got what they wanted. The frontline staff had a better ability to serve people, the information was written on the information board, and people believed that the service quality is better than before. And so, the performance also increases.

The frontline staff also becomes more focuses to serve people. All staff was so helpful so the work were not over loaded in a line. There also good response from the staff in handling problems that appears. More explanations were given to people who come to asked for a help. The problems can be solved in 3 working days.

People now have more expectations on public services than a decade ago. The change of the staff not just happens in one day. It took more than five years for the head of village officer to change the behavior of the staff. And now this city becomes a benchmark for other cities. Good facilities and good performance are only some of the better changes.

#### 4. Conclusion

From the results of this study test and analysis of data obtained the following conclusions:

- 1) There was significant effect between ability on public satisfaction It can be seen from the value of the t Statistic (T count) of 3.98 is greater than t table (1.96) on the confidence interval of 95%.
- 2) Further testing proved the hypothesis that quality of service significantly influence the public service that can be seen from t Statistic = 2.31 is greater than t table = 1.96 at 95% confidence interval.
- 3) There was significant effect between performance on public satisfaction It can be seen from the value of the t Statistic (T count) of 3.21 is greater than t table (1.96) on the confidence interval of 95%.

#### 5.Suggestion

Based on the above conclusions, the suggestions that can be provided are as follows:

- 1) For organizations and decision-makers, should sustain the ability of all staff and provide facilities that support the works.
- 2) Government or in this case is the head of village shouldmake a person's review to give more self-motivation to all staff and employees in order to give a better performance.
- 3) For academics, still need a further research in broader area to give information in human resources best practices in public or private organizations.

#### ACKNOWLEDGMENT

Author would like to thanks to Rector Universitas Terbuka for financial support in International Conference **on Society of Interdisciplinary Business Research** and my colleague, Mrs. Noorina Hartati and Mrs. Helmiatin as member of research team for the support of finishing the report.

#### REFERENCES

- Kotler, Phillips. 1995. *ManajemenPemasaran: Analisis, Perencanaan, Implementasi, dan Pengendalian*. Terjemahan Ancella Anitawati Hermawan, Edisi 8. Jakarta: Salemba Empat.

- Kotler, Philip, 2007. *Manajemen Pemasaran, Analisis Perencanaan, Pengendalian*, Prentice Hall, Edisi Bahasa Indonesia, Jakarta: Salemba Empat
- Moenir, 2002. *Manajemen Pelayanan Umum Indonesia*. Bumi Aksara. Jakarta
- Rangkuti, Freddy. 2003. *Teknik Mengukur dan Strategi Meningkatkan Kepuasan Pelanggan Dan Analisis Kasus PLN-JP*. Jakarta: PT Gramedia Pustaka Utama.
- Robbins, Stephen P, 2003. *Organization Behaviour*. Jilid-1. Edisi Indonesia. Indeks, Jakarta.
- Sariyathi, Ni Ketut, *Beberapa Faktor yang Berasosiasi dengan Prestasi Kerja Karyawan PDAM Kab. Klungkung*, Buletin Ekonomi Vol. 11 Number 1 Year 2006. Universitas Udayana, Denpasar, Bali
- Simanjuntak, Payaman J. 2005. *Manajemen dan Evaluasi Kinerja*. Jakarta: FE UI.
- Sukei, Hadi. 2012. *Faktor-faktor Kualitas Pelayanan terhadap Kepuasan Pelanggan Service PT Auto 2000 di Surabaya*. Jurnal Mitra Ekonomi dan Manajemen Bisnis (online) 3(2), pp.171-182. Available <http://idei.or.id/jurnal> oktober htm. Accessed at July 24 2014
- SusilaNur, Linda. 2010. *Analisis Kualitas Pengaruh Pelayanan Kantor Kelurahan terhadap Kepuasan Masyarakat Kelurahan Jagalan Kecamatan Jebres Kota Surakarta*. Journal of Rural and Development Volume 1 No. 1 Februari 2010. Accessed at July 10 2014
- Tjiptono, F., Chandra. 2005. *Total Quality Management*. Yogyakarta Ayumedia Publishing.
- Wibowo. 2010. *Manajemen Kinerja*. Jakarta: Rajawali Press