

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

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— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

The first impressions of public services are that they have not met the standard, for example, inadequacy, ability, and performance of the services. Serving the needs of the people is some hard work if the staff doesn't have the skill to do a good job. In reality, there is still a lack of human resources to meet the requirements of a better service in the district office. This research gained information about public utilities in the district offices. Furthermore, it also tried to find the problems that appear in the district offices. We used a survey method to answer the research objectives and LISREL program to process the data. The result showed that there is an increase of qualified staff, but the time range of services is shorter than in the past. Citizens' satisfaction with public utilities of villages is influenced by the responsiveness, credibility, and empathy. People are satisfied with the services provided by employees of the village, and the employees have good performance in providing services to the community.

Keywords: public service, performance, public satisfaction

INTRODUCTION

Civil servants are human resources in government offices; they have duties to give services to the community. The government in every country has always provided good performance in public utilities. South of Tangerang has a large population and is one of the city buffers. The complicated bureaucracy in service performance sometimes creates a negative impression for citizens. It becomes a paradox and complex problem for the management of public organizations compared with private organizations. It is a challenge for the leaders of public organizations who are

expected to develop the competency of an organization effectively and efficiently, with accountability and responsiveness as well as transparency. The plurality of the community and citizens needs good service performance from the officer of the district. In the field of an organization's services, there is an unfavorable impression of the administrative services in public institutions 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 will be satisfied with the performance and services.

One of the competencies is ability. Ability means the capacity of employees to carry out their work. Employee ability is about possessing a variety of elements such as manual and intellectual skills, even personal traits. These elements also reflect the education, training, and experience required for a specified job. Real power is a part of the implementation of the necessary work to enable employees to work in a certain way (Sariyathi et al., 2006).

Village governments as one of the official organizations should provide the basic concept of service that is quick, correct, and safe because the community and people need the best service quality. The context of this research was public organizations, particularly in public service of the district area. From the background above, the study tried to answer the following questions:

- 1) Is there a significant effect of quality of service on public satisfaction?
- 2) Is there a substantial impact on employee ability on public satisfaction?
- 3) Is there an acute effect on employee performance on public satisfaction?

The research objectives were to analyze the quality of service, analyze employee ability, and analyze employee performance compared with public satisfaction with public utilities. The results of this study are expected to provide a more accurate image of the quality of services, capabilities, and performance of employees to the satisfaction of the people in the district of South Tangerang.

Hypotheses

We can develop the following hypothesis based on the framework and the research model:

1. Hypothesis 1: There is a significant effect of employee ability on public satisfaction.
2. Hypothesis 2: There is an impact of quality of service on public appreciation.
3. Hypothesis 3: There is a significant impact of performance on public recognition.

Research Methodology

Methods of Data Analysis

The location of the study was the city of South Tangerang in Banten Province. We collected the data in April 2014 until July 2014. The population of the research was the people living in those areas, and samples were people that came to the district offices. The research was descriptive research, with a survey method. The sample size was 210 respondents.

Smart PLS

Analysis of Quality of Service, Employee Ability, and Performance regarding Public Satisfaction used structural equation modeling (SEM) Lisrel. Table 1 shows the exogenous and endogenous variables.

Table 1: Variables and Indicator of Quality of service, ability, performance, and satisfaction

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

Analysis and Discussion

Services are any activity or benefit offered by one person to another. It is essentially intangible and do not result in the ownership of anything and production availability is not usually 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 fulfill the demands of their job description as they have sufficient skill and ability. Intellectual and physical potential based on professional experience. The ability of individuals is affected by mental health and physical fitness of the person concerned, education, training, and work experience (Simanjuntak, 2005).

Three instruments affect a person's ability to work:

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

Satisfaction refers to an evaluation of what to expect in 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 with the knowledge, ability, courtesy, and reliability of staff, (b). People's satisfaction with the provision of useful and precise information the authorities, (c). Peoples' satisfaction with fast and accurate services delivered by the authorities, (d). People's satisfaction with the concern and care exhibited by the authorities.

The other definition of satisfaction is a kind of feeling regarding comfort or disappointment resulting from a comparison between performances (outcomes) or products compared to their expectations (Kotler, 2007). Government offices require professional human resources to fulfill people's needs for multiple services. Ideally, the staff can do extensive work, starting with planning procurement, placement, employee development, performance appraisal, promotion, education and training, compensation, remuneration, and discipline enforcement (Susila, 2010).

A survey showed that the factors of responsiveness, physical evidence, credibility, and empathy influence people's satisfaction. Therefore, the entire apparatus of the village office needs to improve all of these factors, thus increasing the level of public appreciation. Unit leaders are always expected to give direction to subordinates and send staff to attend courses and skills related to community services to improve the service rendered to achieve higher public satisfaction (Susila, 2010).

In this study, the relationship between latent variables and the indicator is reflective. Time accuracy, service, politeness, friendliness, and comfort reflect the variables of quality. The indicator of ability's variables is formal education, technical training,

skill, and carefulness. Work quality, work quantity, reliability, presence, and cooperation is a performance indicator. In the other hand trust, quality, capability, responsibility, and empathy are public satisfaction pointer (Rangkuti, 2003). Figure 1 shows the model of the research.

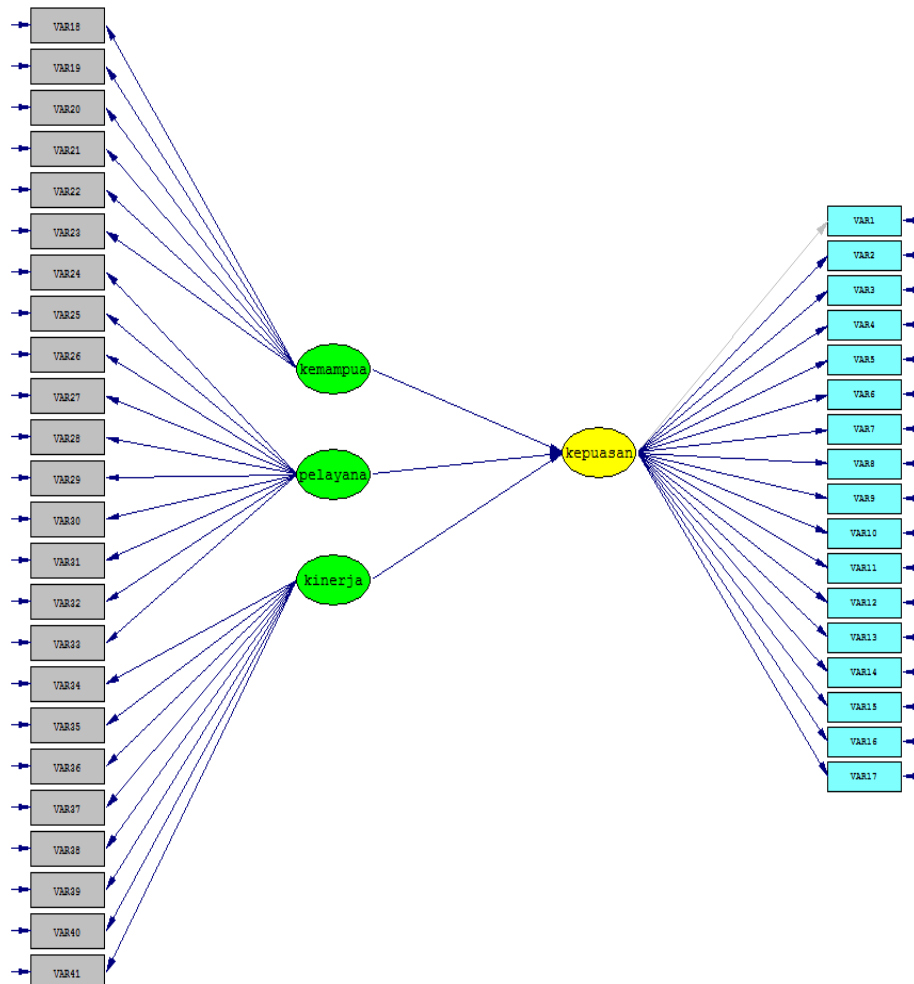


Figure. 1. Model of service quality, ability, performance, and public satisfaction

The next step is testing the estimation model using Lisrel. From the three exogenous variables, the ability has the highest value for public satisfaction compared to the other variables. We can see from the loading that value of appreciation (0.81) is greater than performance (0.21) and services (0.10). On the other hand, in Figure 2, we see the indicators of the latent variables of capability, service, performance and satisfaction.

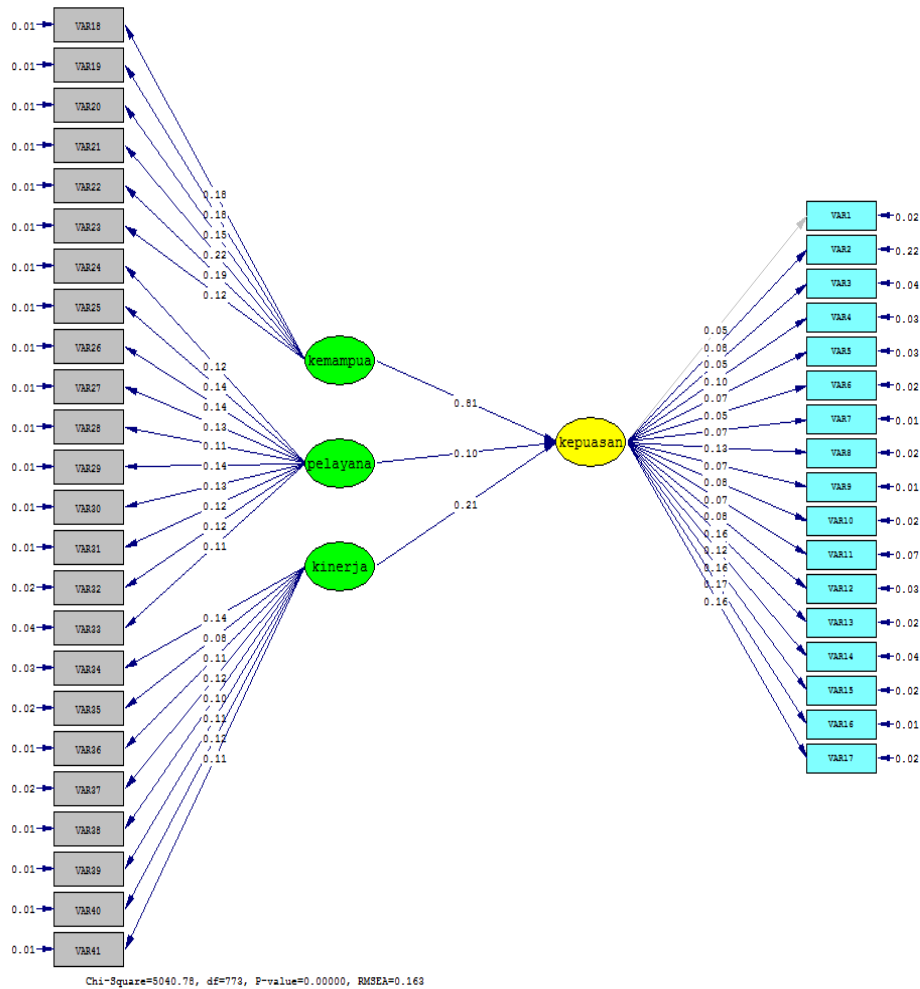


Figure. 2. Loading factor

Hypothesis Testing Results

Hypothesis 1

Hypothesis 1 was accepted because the t statistics = 3.98 is greater than the table = 1.96. Hypothesis 1’s test result suggests that if the staff has good ability, there will be a positive influence on public satisfaction.

Hypothesis 2

Hypothesis 2 was accepted because the t statistics = 2.31 is greater than the table = 1.96. Hypothesis 2’s test result suggests that people receive good quality of service through disciplining of the staff.

Hypothesis 3

Hypothesis 3 was accepted because the t statistics = 3.21 is greater than the table = 1.96. Hypothesis 3's test result suggests that staff performance has a positive influence on 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

Discussion of Results

Right or bad services from the officer in a village or district area will bring value to the institution. It can be positive or negative depending on the perception of the community. Various forms of service in the village are an integral part of governance mechanisms. Government services, especially in the villages in the aspects of social life include birth, marriage, divorce, and death, for example, the issuing of marriage certificates, divorce papers, birth certificates, identity cards, and death certificates. In carrying out the function of service to the community, human resources in the village have become the first man in services. Good quality service showed the friendly smile from the staff or a serious attitude. It is also some aspects are assessed with SERVQUAL (Service Quality). The measurement of quality that includes reliability, responsiveness, comfort/assurance, empathy, and tangibles are using the dimension and attributes of SERVQUAL (Sukesi, 2012).

The village officer states that their staff always try to give excellent service. They are helping individuals concerning the operational standards. Employees in The South of Tangerang are attempting to fulfill quality of service as previously described. However, in practice, not all people are satisfied with the services. Because of time limitation or incomplete documents, people should extend their time and sometimes the cost.

It is free to get the services, but some people are willing to pay extra money; however, this is refused by staff politely because it is part of the excellent services. The operating standards do not allow an individual to receive a fee for the services they provide. The operational rule refers to the Law of services. In doing the jobs, employees are trying to be responsible and committed to serving the people who come to the office. From the survey, there are four critical areas in every task. First

is the economic development field; the second is government area, third is social welfare, and fourth is public service.

The primary function of each chief is to ensure that every customer must get excellent service by staff. Despite the limited human resources, where the number of employees of the Village is less than 20 persons, and only two of them are civil servants, they have to provide public services in a good way. They have to minimize the complaints and problems raised by people.

Some of the real complaints from the public are time-consuming when someone needs to receive fast service. For example, it requires more than three days to make a new identity card. The problems also can come from themselves. For example, if they want a good behavior letter, they have to fulfill some documentary requirements first before they can obtain the letter. Sometimes people don't get the information early enough, so they need longer to receive the services.

These problems often happen in rural areas such as Tangerang city. Urbanization or population movement has always caused these problems for the city. The government has made rules that every person should update their identity card every five years.

Their discipline in seasonal jobs shows the performance of employees. The government provides training to increase their ability. The training goals are to give the staff more skills and enable them to understand the public service better. There are computer instructions, excellent services training, law and services training, society and humanity disciplines, and filling system training. Every staff member has the same opportunity and chance to pursue the training they need.

Regarding public satisfaction, the ability to work has a positive relationship and positively influences public satisfaction. The quality of service has a positive impact on public appreciation.

This study also indicated a significant relationship between performance and public service. The results are consistent with the research that several factors can improve employee performance such as infrastructure. According to the interviews with staff and the human resources department, the office's support meets their needs. Only one unit still lacks computers. But the others' support is good enough.

An employee as part of human management gives socialization about public services regularly to the community. Usually, every month they visit and hold a meeting with the Commonwealth. Citizens can submit criticisms and suggestions in forums and meetings. In some offices, they provide suggestion boxes for complaints. There are four boxes at the counters for each service.

The leader gives reward and punishment. Instead of material rewards, the leader provides motivation and support for them. And for those who don't have discipline and are lazy, sentences are given to them. In fact, before they get a punishment, the

leader of a village officer has a private conversation with them to discuss the problems. If they have an issue with the work environment, the director arranges a retreat for all employees as one of the management's policy. The purpose is to avoid negative behavior in all employees. These programs are regularly doing every year end.

To handle the workload that is unpredictable, the officer provides four counters for each different purpose. To ensure public satisfaction, they have to practice excellent service. The first point is empathy. So, the staff should ask people politely and make them feel comfortable. Good communication between employees and individuals should be two-way. Instead of saying nothing, employees should explain many things related to their intention.

The service also includes responsiveness. In the interviews, people said that they received hospitality services from the employees. An officer and employee answered all the issues and tried to solve the problems. If they couldn't complete a request they would keep it as their priority, and so answer on the next day.

If we questioned people whether they are satisfied with the services, there would be different answers. Satisfaction is a result of expectations and experience. The frontline staff has a better ability to serve people. They write all the information on the information board and people believe that the service quality is better than before. So, the performance also increases.

The frontline staff also become more focused to serve people. There is also a good response from the staff in handling problems that appear. Everyone gets clear information so they can solve all the problem.

People now have more expectations on public services than a decade ago. The change of the staff has not just happened in one day. The improvement continuously more than five years for the head village officer to alter the behavior of the staff. And now this city has become the benchmark for other cities. Excellent facilities and good performance are only some of the better changes.

CONCLUSION AND RECOMMENDATION

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

- 1) There was a significant effect on public satisfaction. As we can see the value of the t Statistic (T count) that 3.98 is greater than the t table (1.96) with the confidence interval of 95%.
- 2) Further testing proved the hypothesis that quality of service significantly influences the public service. The t Statistic = 2.31 being greater than t table = 1.96 at a 95% confidence interval.

- 3) There was a significant effect of performance on public satisfaction. The value of the t Statistic (T count) of 3.21 is greater than the t table (1.96) with the confidence interval of 95%.

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

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

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

- 1) Organizations and decision makers should sustain the ability of all staff and provide facilities that support their work.
- 2) Government or, in this case, the head of the village should make more self-motivation to all staff and employees to give a better performance.
- 3) For academics, further research is still needed to provide information on human resources best practices in public or private organizations.

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