



THE INFLUENCE OF SERVICE QUALITY, ROLE CONFLICT AND PUBLIC SERVICE MOTIVATION ON COMMUNITY SATISFACTION (CASE STUDY AT SOUTH PADANG DISTRICT OFFICE)

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Abstract

This study aims to determine the effect of service quality, role conflict, and public service motivation on community satisfaction. The method used in this research is quantitative research with a descriptive approach. The population in this study were the people in the South Padang sub-district office. The sample used was 144 people using a saturated sampling technique (census). The data analysis technique is multiple linear regression. The results of the study show that: (1) Service quality has a positive and significant effect on community satisfaction. (2) Role conflict has a negative and significant effect on community satisfaction. (3) Public service motivation has a positive and significant effect on community satisfaction. (4) Quality of service, role conflict,

Keywords: Service quality, role conflict, public service motivation, community satisfaction

Introduction

Community satisfaction is formed from a service that has been carried out by an organization or services that have been provided by other people Hardiansyah, (2017). Public satisfaction is a response to the performance of public organizations, the main factor determining public satisfaction is the perception of service quality. The level of community satisfaction is influenced by the public services provided (Ulumudin, 2019). The government as a public service provider is responsible and continues to strive to provide the best service to the community. The low quality of public services provided is a bad image of the government in the community. This satisfaction can be realized if the services provided are in accordance with established service standards or better than these service standards.

The level of satisfaction is a function of the difference between perceived performance and expectations, people can experience one of three general levels of satisfaction. If performance is below expectations, people will be dissatisfied. If performance matches expectations, people will be satisfied. If performance exceeds expectations, society will. very satisfied, pleased, or happy. Satisfied people stay loyal longer, and give good comments about public organizations. Community satisfaction is related to the performance produced by the state apparatus, the community will carry out an assessment or evaluation of the results of the

apparatus' work whether the community is satisfied or not. Community satisfaction referred to in this study includes satisfaction with the simplicity of public services, clarity, time certainty, accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline and friendliness as well as convenience of public services. There are still many weaknesses in public services by the government so that they cannot meet the quality expected by the community, this is indicated by the existence of various public complaints.

Public service is all service activities carried out by public service providers as an effort to fulfill the needs of service recipients and the implementation of statutory provisions. 3 Public service organizations have the characteristics of public accountability, in which every citizen has the right to evaluate the quality of the service they receive. It is very difficult to assess the quality of a service without considering the role of the community as service recipients and service implementing apparatus. Evaluation that comes from service users, is the first element in the analysis of the quality of public services. The second element in the analysis is the ease with which a service is recognized either before it is in the process or after the service is rendered. According to Kep. MENPAN No.

Service is one of the duties of local government to the community. In providing optimal and maximum services, of course, data and information are needed to measure the level of public services, including in the education sector. Therefore, based on the regulation of the Minister of Empowerment of State Apparatuses and Bureaucratic Reform No. 14 of 2017 concerning guidelines for surveying public satisfaction with the implementation of public services.

Creating community satisfaction is an obligation that must be carried out by each service provider. Steps that need to be taken by service providers in creating community satisfaction include providing maximum service to the community. Service quality is a reflection of consumers' evaluative perceptions of the services received at a certain time. Berry and Parasuraman, revealed five dominant factors or determinants of service quality, which ultimately determine the level of satisfaction. If the perceived service is as expected, then the service quality is perceived as good and satisfying. If the service received exceeds consumer expectations, then service quality is perceived as an ideal quality. Conversely, if the service received is lower than expected, then the service quality is perceived as bad. Thus whether or not the quality of service depends on the ability of service providers to consistently meet consumer expectations. In the process of public service performed by employees of the Padang Selatan sub-district office, based on an initial survey through interviews with 25 people who received services, it was concluded that there were still problems of community dissatisfaction with services, which can be seen in the following table:

Table 1.1
Surveys Early Public Service District Office South Field

No	Information	Public Satisfaction (%)	
		Satisfied	Not satisfied
1	Service procedure	40	60
2	service time	32	68
3	Service competence	52	48
4	Employee behavior	44	56
5	Handling of complaints, suggestions and feedback	40	60
Average		42	58

Source: Community Satisfaction Survey Results, 2023

Table 1.1 shows that the assessment of public services in The Padang Selatan sub-district office in general was stated to be dissatisfied with the assessment, namely 58%. In terms of

service procedures, it is 60%, service time is 68%, service competence is 48%, employee behavior in providing services is 56% and handling complaints, suggestions and input to employees is 60%. Meanwhile, overall community satisfaction with public services at the South Padang District Office was 42% in the satisfied category.

In addition to the survey results on Padang Selatan sub-district office, many complaints and grievances from the public as service users were also conveyed both orally, institutionally, and through print and electronic media. The complaint concerns the community's dissatisfaction or disappointment with the services provided by the South Padang Sub-district Office. This indicates that services at the South Padang sub-district office need to be thoroughly revamped.

Many factors affect people's satisfaction. According to Lupiyoadi, (2013), one of the factors that must be considered to determine the level of satisfaction is the quality of service. According to (Sutrisno, Mariyono, 2016) states that the factors that influence public satisfaction are the quality of service and employee performance. Hildayanti, (2018) found that customer (community) satisfaction is influenced by value, service quality and organizational commitment.

Service quality is an important factor in increasing community satisfaction. Improving the quality of public services is the most important issue because many people demand maximum quality services. While the implementation of public services did not experience significant changes. The community at all times demands quality public services, namely services that are easy, cheap and fast (Rezha, 2012). Research conducted by Nova, (2018) shows the quality of service has a significant effect on community satisfaction. High quality services will have a positive impact on community satisfaction at the South Padang District Office. Based on the results of temporary observations at the South Padang District Office, several problems were obtained regarding service quality. Some of these problems are:

1. employee is considered less responsive in handling complaints from people who come to the office.
2. The need to improve waiting room facilities/facilities for the community so that people who come to get services feel comfortable while waiting in line for service.
3. The attitude addressed by employees is felt to be not always friendly in welcoming people who come, so that people feel they are not being served well.

In addition to service quality, role conflict also affects community satisfaction. Work pressures experienced by employees may be caused by conflict. (Robbins, 2019), defines conflict as a process that begins when one party has the perception that another party has negatively affected, or will negatively affect, something that is of concern and interest to the first party. The results of conflicts that occur between the parties involved can be functional which can improve organizational performance. However, conflict can also be dysfunctional which on the contrary actually hinders/decreases group performance.

Research result (Karlina, Eulin., Rosanto, Oki., and Saputra, Nur, 2019) found that the higher the role conflict experienced by employees, the lower the level of employee performance so that it has an impact on community satisfaction in the services of the South Padang Sub-district Office. The same thing is also related to research conducted by Novendri, (2013) which found a relationship between role conflict and employee performance. Meanwhile Nabirye et al, (2011) also explained that there is an effect of conflict on performance.

Sutisna, (2012) suggests that the level and type of public service motivation among public sector employees has a significant relationship to the choice of job and the performance of a public employee, as well as to the effectiveness of the organization in achieving its goals. This means that the higher the level of public service motivation an individual will be more appropriate to be placed in a public sector organization. In addition, an individual who has a

high level of public service motivation will show significant work performance in various jobs related to social justice, loyalty to the state, and social programs.

Employees with high public service motivation are also expected to have a high commitment to the organization, tend to have high job satisfaction, and ultimately have high performance.(Sumarwan, 2011). Government employees who have high public service motivation will have better job performance than those who don't. The results of research conducted previously were the relationship between public service motivation and performance and job satisfaction and was carried out by public employees in various countries.

From the explanation above, the writer is interested in researching "The Influence of Service Quality. Role Conflict and Public Service Motivation on Community Satisfaction (Case Study at South Padang Sub-District Office)"

Research methods

The population in this study is all people who make services at the South Padang District Office.

The sample is defined as a portion of the population selected using a certain procedure so that it is expected to represent the population (Martono, 2010). The number of samples in this study is unknown, so a technique or formula is used in accordance with Malhotra's theory. According to(Malhotra, 2016) the sample must be at least four or five times the number of question items. So in this study using 144 samples obtained from 4 x 36 (number of question items).

Testing the hypothesis in this study using multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that affect the variables that are affected. With the multiple regression equation model as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where :

- Y = Community satisfaction
- X1 = Quality of service
- X2 = Role conflict
- X3 = Public service motivation
- a = Constant (Y value if X₁,X₂,....X_n = 0)
- b = Regression coefficient
- e = Standard Error

Research result

Response Rate

The population in this study were 160 employees of the South Padang sub-district office. With the total sampling method, the sample in the study was selected as many as 160 people. Data collection was carried out using a survey method through questionnaires given to research respondents. The questionnaire is closed in the form of a Likert scale (interval scale). The questionnaire is confidential so that respondents are expected to fill in honestly and independently. Of the 160 questionnaires that have been distributed, the level of research response is as follows:

Table 1
Sample and Return Rate

No	Information	Amount (copy)	Percentage (%)

1	The number of questionnaires distributed	160	100
2	The number of questionnaires returned	144	90
3	The number of questionnaires was not returned by respondents	16	10
4	The number of questionnaires that were returned but not completely filled out by respondents	0	0
5	The number of questionnaires that can be processed	144	90

Source: Data Processed in 2023

Of the 160 questionnaires that have been distributed (as many as the number of samples in the study), the return rate of questionnaires that can be processed is 144 copies or 90%. Based on these data, it is known that the level *response rate* in this study by 90%. This proves that the people in the South Padang District Office are very cooperative to become samples in this study

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. Testing is done by using the method *kolmogorov-smirnov test* for each variable. The regression model is normally distributed if the Kolmogorov-Smirnov sign value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in table 2.

Table 2

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		144
Normal Parameters, b	Means	,0000000
	std. Deviation	6.07178965
Most Extreme Differences	absolute	.054
	Positive	.045
	Negative	-.054
Kolmogorov-Smirnov Z		,646
asymp. Sig. (2-tailed)		,798
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Data Processed in 2023.

From table 2 above it can be seen clearly, from the results of the normality test the *asympt.sig (2 tailed)* value is $0.798 > 0.05$, it can be concluded that the data is normally distributed and meets the prerequisites of the classical assumption test.

Multicollinearity Test

Multicollinearity test is useful for testing whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2017). Multicollinearity can be seen from the tolerance and Variance Inflation Factor (VIF). The way to find out whether there are deviations from the multicollinearity test is to look at the Tolerance and VIF values of each

independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 , the data is free from multicollinearity symptoms, which can be seen in Table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

Table 3
Multicollinearity Test

Variable	Collinearity Statistics	
	tolerance	VIF
Service quality	0.438	2,283
Role conflict	0.418	2,395
Public service motivation	0.777	1,288

Source: Data Processed in 2023

In Table 3 it can be seen that each independent variable has a tolerance value of > 0.10 . Meanwhile, the Variance Inflation Factor (VIF) value is < 10 so that it can be concluded that organizational commitment, role conflict, and public service motivation are free from multicollinearity symptoms so that further data processing stages can be implemented immediately

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance and residuals from one observation to another. To test whether there is heteroscedasticity or not, you can use the Glejser test. If the probability is known to be above the alpha confidence level of 0.05, it can be concluded that there is no heteroscedasticity. The test results can be seen in table 4 below:

Table 4
Glejser test

Variable	Sig.
Service quality	0.220
Role conflict	0.785
Public service motivation	0.107

Source: Data Processed in 2023

From table 4 above it can be seen that service quality, role conflict, public service motivation and community satisfaction have a significance value of > 0.05 , so it can be concluded that all variables do not occur heteroscedasticity.

Multiple Linear Regression Analysis

This analysis is used to determine the influence of the independent variables on the dependent variable. The magnitude of the influence of the independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via computer using the IBM SPSS for Windows Version 26.0 program.

The following is a recap table for the results of the regression coefficient, tcount, significance value, Fcount, and R Square (R²) value. The results can be seen in the following table:

Table 5
Research Variable Multiple Linear Regression Results

Coefficientsa				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	std. Error	Betas		
1	(Constant)	7,322	3,091		2,368	,019
	Service quality	,419	,131	,286	3.203	,002
	Role conflict	-,476	,113	-,384	-4,207	,000
	Public service motivation	,222	,094	,159	2,377	,019
a. Dependent Variable: Community satisfaction						

Source: Data Processed in 2023

Based on the regression results from Table 5 above, it can be determined that the multiple linear regression equation in this study is as follows:

$$Y = 7.322 + 0.419X_1 - 0.476X_2 + 0.222X_3$$

The interpretation of the regression equation obtained is as follows:

1. A constant of 7.322 states that if the variables of service quality (X1), role conflict (X2), and public service motivation (X3) are considered constant or ignored, then community satisfaction is 7.322.
2. The regression coefficient of service quality (X1) is 0.419, meaning that if the other independent variables have a fixed value and service quality increases by 1 unit weight, then community satisfaction will decrease by 0.419, and vice versa. The positive coefficient means that service quality has a positive effect on community satisfaction.
3. The role conflict regression coefficient (X2) is -0.476 meaning that if the other independent variables have a fixed value and role conflict increases by 1 unit weight, then community satisfaction will decrease by 0.476, and vice versa. The negative coefficient means that role conflict has a negative effect on community satisfaction.
4. The regression coefficient of public service motivation (X3) is 0.222, meaning that if the other independent variables have a fixed value and public service motivation increases by 1 unit weight, then community satisfaction will increase by 0.222, and vice versa. The positive coefficient means that public service motivation has a positive effect on community satisfaction.

Statistic test

Hypothesis Testing 1

The first hypothesis proposed, from the research results obtained a regression coefficient of 0.419 and the value of $t_{count} > t_{table}$ ($3.203 > 1.976$) with a significance of $0.002 < \alpha 0.05$, then H1 is accepted. It can be concluded that service quality has a positive and significant effect on community satisfaction. That is, the higher the quality of service, then the community satisfaction is increasing. Conversely, the lower the quality of service, the lower public satisfaction.

Hypothesis Testing 2

The second hypothesis proposed, the research results show a regression coefficient value of -0.476 and $t_{count} > t_{table}$ ($4.207 > 1.976$) with a significance of $0.000 < \alpha 0.05$, then H2 is accepted. It can be concluded that role conflict has a negative and significant effect on community satisfaction. That is, the higher the role conflict, the lower the community satisfaction. Conversely, the lower the role conflict, the higher the community satisfaction.

Hypothesis Testing 3

The third hypothesis proposed, the results showed a regression coefficient value of 0.222 and $t_{count} > t_{table}$ ($2.377 > 1.976$) with a significance of $0.019 < \alpha 0.05$, then H3 is accepted. It can be concluded that public service motivation has a positive and significant effect on community satisfaction. That is, the higher the motivation for public service, the higher

public satisfaction. Conversely, the lower the motivation for public service, the lower public satisfaction.

F test (simultaneous)

Hypothesis Testing 4

Table 4.15 shows the value of $F_{count} > F_{table}$ ($49.008 > 3.06$) with a significance of $0.000 < 0.05$ (alpha), then H_4 is accepted. This means that the variables of service quality, role conflict, and public service motivation together have a significant effect on community satisfaction. As can be seen in table 6 below:

Table 6
F Test Results

ANOVAa						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	5536,398	3	1845,466	49,008	,000b
	residual	5271,928	140	37,657		
	Total	10808,326	143			
a. Dependent Variable: Community satisfaction						
b. Predictors: (Constant), Public service motivation, Service quality, Role conflict						

Source: Data Processed in 2023

Testing the Coefficient of Determination (R2)

Analysis of the coefficient of determination forward skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Table 7
Coefficient of Determination

Summary models				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,716a	,512	,502	6,136
a. Predictors: (Constant), Public service motivation, Service quality, Role conflict				

Source: Data Processed in 2023

From Table 7 above, the adjusted R square value shows 0.502, this indicates that the contribution of the variables of service quality, role conflict, and public service motivation to community satisfaction is 50.2% while 49.8% is determined by other factors not examined in this study. this research such as organizational image, communication, work motivation, work discipline and so forth

Discussion

The Effect of Service Quality on Community Satisfaction

Based on the results of testing the hypothesis, namely the t test, the sig variable value $X_1 = 0.002 < 0.05$ so that H_1 is accepted, it can be concluded that service quality has a significant

effect on community satisfaction. The service quality coefficient value is 0.419 and has a positive influence or direction on community satisfaction. This means that if employees have high service quality, then community satisfaction will increase.

The results of the descriptive research on service quality variables found that the respondent's achievement level was 74.58% in the fairly good category. This means that the quality of employee service through indicators of affective commitment, continuance commitment, and normative commitment, is felt to be unsatisfactory by the community, so it is necessary to increase so that community satisfaction will increase.

This finding is in accordance with research conducted by Hildayanti, (2018) found that customer (community) satisfaction is influenced by values, role conflict and service quality. In addition, according to Harnoto and Tukijan (2015) stated that commitment affects community satisfaction

The Effect of Role Conflict on Community Satisfaction

The results of testing the hypothesis, namely the t test, obtained the sig variable value $X2 = 0.000 < 0.05$ so that H2 is accepted. It can be concluded that role conflict has a significant effect on community satisfaction. The role conflict coefficient value is -0.476 and has a negative influence or direction on community satisfaction. This means that if the role conflict given by employees is high, then community satisfaction decreases.

The results of the descriptive study of the role conflict variable found that the respondent's achievement level was 73.72% in the fairly good category. This means that it still needs to be improved so that people's satisfaction is increasing. This finding is consistent with research conducted by Nova, (2018) showing role conflict has a significant effect on community satisfaction. In addition, according to Karlina, (2019) role conflict affects community satisfaction.

The Effect of Public Service Motivation on Community Satisfaction

The results of testing the hypothesis, namely the t test, obtained the sig variable value $X3 = 0.019 < 0.05$ so that H3 is accepted. It can be concluded that public service motivation has a significant effect on community satisfaction. The value of the public service motivation coefficient is 0.222 and has a positive influence or direction on community satisfaction. This means that if the motivation for public service is high, then community satisfaction will increase.

The results of the descriptive study of the public service motivation variable found that the respondent's achievement level was 70.78% in the fairly good category. This means that the motivation of public services through indicators of targets, quality, completion time, and adherence to principles still needs to be improved so that people's satisfaction will increase

The Effect of Service Quality, Role Conflict, and Public Service Motivation on Community Satisfaction

Based on the results of multiple regression analysis by conducting the F test, a significant value of $0.000 < 0.05$ is obtained, so H4 is accepted, which means that service quality, role conflict, and public service motivation together have a significant effect on community satisfaction.

From the test results of the coefficient of determination, the adjusted R square value is 0.502. This indicates that the contribution of the variables of service quality, role conflict, and public service motivation to community satisfaction is 50.2%, while 49.8% is determined by other factors not examined. in this research such as organizational image, communication, work motivation, work discipline and so forth

Conclusions and recommendations

Conclusion

1. Service quality has a positive and significant effect on community satisfaction. Means that the higher the quality of service, then the community satisfaction is increasing.
2. Role conflict has a negative and significant effect on community satisfaction. This means that the higher the role conflict, the lower the community satisfaction.
3. Public service motivation has a positive and significant effect on community satisfaction. This result means that the higher the motivation for public service, the higher public satisfaction.
4. Service quality, role conflict, and public service motivation together have a significant effect on community satisfaction.

Suggestion

Based on the results of the discussion analysis and some conclusions in this study, suggestions that can be given through the results of this study in order to get better results, namely:

1. The lowest score on the service quality variable is on the continuance commitment indicator. For this reason, it is necessary for employees of the South Padang District Sub-District Office to increase ongoing commitment to employees by increasing employee responsibility in providing services, and being more flexible and adapting when changes in service occur so that community satisfaction increases.
2. The results of the descriptive analysis of role conflict variables, the lowest score is on the responsiveness indicator. For this reason, it is necessary to increase employee response in assisting public complaints, and to be more responsive in providing the information needed by the public so that the community is more satisfied with the services provided by employees.
3. The results of the lowest TCR average score on the public service motivation variable are on the target indicator. To increase public service motivation, South Padang sub-district office employees must be able to provide satisfaction for the community and understand well their work targets in providing services so that public service motivation increases and has an impact on community satisfaction.
2. For future researchers, it is hoped that they can conduct further research by adding more research variables beyond the variables already used in this study such as organizational image, communication, work motivation, work discipline and so on.

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