

THE EFFECT OF SERVICE QUALITY AND EMPLOYEE PERFORMANCE ON PUBLIC SATISFACTION AT SENDANGAGUNG VILLAGE OFFICE, KALIORI DISTRICT, REMBANG REGENCY

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Abstract

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This study aims to analyze the influence of service quality and employee performance on public satisfaction at the Sendangagung Village Office, Kaliore District, Rembang Regency. The study used an associative quantitative approach with a survey technique through a questionnaire to the community who had received village services. The study population was 109 people in the period July–September 2025, with a sample of 53 respondents determined using the Slovin formula at a 10 percent margin of error. Data analysis was carried out using multiple linear regression preceded by validity, reliability, and classical assumption tests. The results showed that service quality had a regression coefficient of 0.299 with a significance of 0.077, so it did not have a significant effect on public satisfaction at the 5 percent level. In contrast, employee performance had a coefficient of 0.936 with a significance of <0.001, so it had a positive and significant effect on public satisfaction. The R-square value of 0.513 indicates that 51.3 percent of the variation in public satisfaction can be explained by service quality and employee performance, while the remaining 48.7 percent is explained by other factors outside the model. This study confirms that increasing public satisfaction at the Sendangagung Village Office is more strongly determined by employee performance than service quality, so service improvements need to be prioritized on strengthening the professionalism, work consistency, and responsiveness of village officials.

Keywords: service quality, employee performance, public satisfaction, public services.

INTRODUCTION

Public service is one of the fundamental functions of government in fulfilling the basic rights and needs of citizens. Within the framework of public administration, service quality is a crucial indicator for assessing the extent to which the state is truly present in people's lives. In Indonesia, the urgency of providing quality public services is emphasized in Law Number 25 of 2009 concerning Public Services, which positions public services as a state obligation and the basis for creating legal certainty, accountability, and protecting public rights. Thus, service quality is no longer understood merely as an administrative activity, but rather as a form of government institutional responsibility to build public trust.

In village governance, public services hold a very strategic position because the village is the government unit closest to the community. The quality of village services is determined not only by the

accuracy of service results, but also by the service process perceived by the community, including clarity of procedures, speed, officer attitudes, and the comfort of service facilities. Parasuraman, Zeithaml, and Berry (1988) explain that service quality can be understood through five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. At the same time, the orientation of modern public services also emphasizes the importance of community involvement as service users in collectively shaping service values, as stated by Osborne, Radnor, and Strokosch (2016). In public administration practice in Indonesia, the assessment of service quality has also been institutionalized through Regulation of the Minister of Administrative and Bureaucratic Reform (PermenPANRB) Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys, which emphasizes that service quality must be measured systematically from the perspective of service users.

No.	Type of Service	Total
1.	BPJS Activation	35
2.	Lost ID Card (KTP)	7
3.	ID Card (KTP) Recording	6
4.	Certificate of Indigency	16
5.	BPJS Indigency Certificate	11
6.	Business Certificate	12
7.	Land Sale and Purchase Deed	7
8.	Domicile Certificate	9
9.	Death Certificate	2
10.	KIP Application Letter	4
	Total	109

Table 1. Sendangagung Village Service Data (2025)
Source: Sendangagung Village Service Data (2025)

This situation is relevant to observe at the Sendangagung Village Office, Kaliiori District, Rembang Regency. Based on data from the thesis that serves as the basis for this article, Sendangagung Village covers a fairly large area, comprising four hamlets, four neighborhood units (RW), and 22 neighborhood units (RT). Between July and September 2025, 109 service requests were recorded, with BPJS activation being the most frequently requested service, accounting for 35 requests.

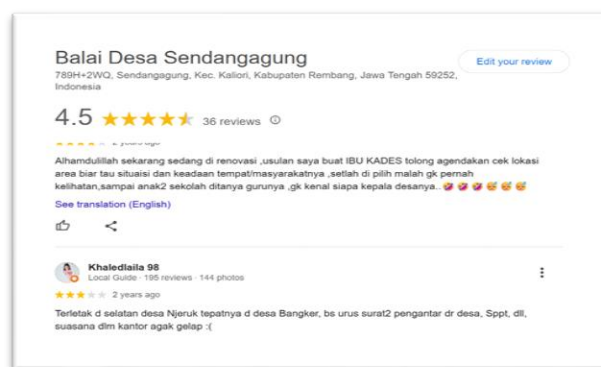


Figure 1. Service Complaints from the Sendangagung Village Community (2025)
Source: Google Map of Sendangagung Village (2025)

The high demand for these services should be balanced with adequate staff capacity and service systems. However, empirical evidence indicates that several issues persist, such as poor updates to village websites, inconvenient service facilities, complicated procedures, unfriendly staff, and delays in

service delivery. These issues are further exacerbated by limited staff capacity, with only four out of eleven village officials possessing computer skills. This demonstrates that the challenges facing public services at the village level extend beyond procedures to human resources and information technology support.

Based on the above description, this study aims to analyze the influence of service quality and employee performance on public satisfaction at the Sendangagung Village Office, Kaliori District, Rembang Regency. This research is important because public satisfaction is a key indicator of successful public services, while improving the quality of village services is a crucial part of the bureaucratic reform agenda at the local level. The results of this study are expected to provide academic contributions to the development of public administration studies, as well as serve as the basis for policy recommendations for improving service quality within the village government.

METHOD

This study used an associative quantitative approach. The study population was all residents of Sendangagung Village who had received services from the village office during the last three months of observation, namely July-September 2025, totaling 109 people. The sample size was determined using the Slovin formula with a 10% error rate, resulting in 53 respondents. Primary data were collected through a Likert-based questionnaire to community service users. The variables used in this study include independent variables and dependent variables, namely:

1. Public Satisfaction (Y)

Public satisfaction is the level of satisfaction felt by the public after receiving services from the Sendangagung Village Office. Public satisfaction reflects the public's assessment of the match between their expectations and the services they actually receive. The better the service received, the higher the level of public satisfaction.

2. Service Quality (X1).

Service quality refers to all forms of service provided by village officials to the public, including speed of service, clarity of procedures, punctuality, friendliness of staff, and the comfort of supporting facilities. This variable is important to study because good service quality will influence public perception of public service agencies.

3. Employee Performance (X2).

Employee performance is the level of ability of village officials to carry out their duties and responsibilities effectively, efficiently, with discipline, and professionally. Employee performance can be measured by the extent to which employees are able to complete their work well, respond quickly to community needs, and demonstrate a responsible work attitude during the service process.

RESULTS AND DISCUSSION

Validity Test

The results of the validity test indicate that most of the research indicators are valid. Three indicators for the customer satisfaction variable, Y18, Y25, and Y26, were invalid. All indicators for the service quality and employee performance variables were declared valid, thus making the research instrument generally suitable for use in the analysis.

Reliability Test

The results of the reliability test indicate that all research variables have Cronbach's Alpha values above 0.70, thus being considered reliable. The reliability value for the customer satisfaction variable was 0.919, service quality 0.897, and employee performance 0.850. Thus, all research instruments were proven consistent and suitable for use in further analysis.

Normality Test

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			53
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	10.23936696	
Most Extreme Differences	Absolute	.119	
	Positive	.084	
	Negative	-.119	
Test Statistic			.119
Asymp. Sig. (2-tailed) ^c			.057
Monte Carlo Sig. (2-tailed) ^d	Sig.	.057	
	99% Confidence Interval	Lower Bound	.051
		Upper Bound	.063
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

The results of the normality test indicate that the research data is normally distributed, as the significance value in the Kolmogorov-Smirnov test is 0.063, greater than 0.05. Thus, the normality assumption in the regression model has been met, allowing the linear regression analysis to proceed.

Heteroscedasticity Test

Table 3. Heteroscedasticity Test Results

Coefficients ^a									
	Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	-.654	7.146			-.091	.927		
	Service Quality	.154	.110	.264		1.408	.165	.542	1.845
	Employee Performance	-.062	.156	-.074		-.395	.694	.542	1.845

a. Dependent Variable: abs_res

The results of the heteroscedasticity test using the Glejser test indicate a significance value of 0.165 for the service quality variable and 0.694 for employee performance. Since both values are greater than 0.05, it can be concluded that heteroscedasticity does not occur, thus the regression model meets the assumption of homogeneity of variance.

Classical Assumption Test

Table 4. Results of the Classical Assumption Test

Classical Assumptions	Value	Description
Normality	KS test, sig = 0,063	Normality is satisfied
Heteroscedasticity	Glejser Test: Service quality = 0,165 Employee performance = 0,694	No heteroscedasticity detected
Autocorrelation	DW = 1,972	No autocorrelation detected
Multicollinearity	VIF: Service quality = 1,845 Employee performance = 1,845	No multicollinearity detected

The results of the classical assumption test indicate that the regression model meets all analysis requirements. The data are normally distributed with a Kolmogorov-Smirnov significance value of 0.063. The heteroscedasticity test also indicates no problems, as the significance value for service quality (0.165) and employee performance (0.694) are both greater than 0.05. Furthermore, the Durbin-Watson value of 1.972 indicates no autocorrelation, while the VIF values of 1.845 indicate no multicollinearity. Therefore, the regression model is considered suitable for further analysis.

Linear Regression Test

Table 5. Linear Regression Test Results

Variabel	Koefisien	Std. Error	t	Sig.
(Constant)	23,979	10,815	2,217	0,031
Service Quality	0,299	0,166	1,804	0,077
Employee Performance	0,936	0,237	3,953	<,001
R-square	0,513			
Adj R-square	0,493			

The results of the linear regression test indicate that employee performance has a positive and significant effect on customer satisfaction, while service quality has a positive but insignificant effect. The R-square value of 0.513 indicates that 51.3% of the variation in customer satisfaction can be explained by these two variables, with employee performance being the more dominant factor.

Hypothesis Testing

Table 6. Hypothesis Test Results

Hypothesis	Coefficient	p-value	Conclusion
H1. Service quality affects community satisfaction at the Sendangagung Village Office, Kaliiori District, Rembang Regency	0.299	0.077	Not supported
H2. Employee performance affects community satisfaction at the Sendangagung Village Office, Kaliiori District, Rembang Regency	0.936	<0.001	Supported

The first hypothesis (H1) was not supported because service quality had no significant effect on public satisfaction ($p = 0.077 > 0.05$). Conversely, the second hypothesis (H2) was supported because employee performance significantly influenced public satisfaction ($p < 0.001$), making

employee performance a more dominant factor in determining public satisfaction in Sendangagung Village.

DISCUSSION

Analysis of the Effect of Service Quality (X1) on Public Satisfaction (Y).

The results showed that service quality had a positive effect on public satisfaction, but this effect was not statistically significant (coefficient = 0.299; $p = 0.077$). This finding indicates that improving service quality has not provided a strong and consistent contribution in explaining variations in public satisfaction in Sendangagung Village. The difference in results from several previous studies that found a significant effect may be influenced by differences in institutional context, service characteristics, and other external factors that contribute to public satisfaction. Therefore, further study is needed to identify the most influential dimensions of service quality, while also considering other variables that may have a greater influence on public satisfaction include a discussion of several theories service quality, public satisfaction.

Analysis of the Influence of Employee Performance (X2) on Public Satisfaction (Y).

The results show that employee performance has a positive and significant effect on public satisfaction, with a coefficient of 0.936 and a p -value <0.001 . This finding confirms that better employee performance leads to higher levels of public satisfaction with the services received. These results align with previous research that suggests employee performance and competence are crucial factors in shaping service quality and public satisfaction. Therefore, improving employee performance through training and competency development is a strategic step towards enhancing the quality of public services and public satisfaction include a discussion of several theories employee performance, quality of public services, and public satisfaction..

CONCLUSION

This study shows that service quality does not significantly influence public satisfaction, although the effect is positive. Conversely, employee performance has been shown to have a positive and significant impact on public satisfaction, thus becoming a more dominant factor in determining public satisfaction levels at the Sendangagung Village Office. Simultaneously, service quality and employee performance explain 51.3% of the variation in public satisfaction. Therefore, improving public satisfaction is more effective through strengthening employee performance, particularly in aspects of professionalism, responsibility, and responsiveness.

RECOMMENDATIONS

Based on the discussion and conclusions outlined in the study, the researcher offers the following recommendations:

1. Based on the research findings, the indicators for the service quality variable (X1) indicate that improvements are still needed in aspects of service that are not yet optimal. Therefore, recommendations include simplifying service procedures, increasing the clarity of information, providing more adequate supporting facilities, and strengthening the responsiveness and friendliness of village officials to improve service quality and ultimately boost public satisfaction.
2. Based on the research findings, the indicators for the employee performance variable (X2) indicate that village officials' performance still needs to be continuously improved to ensure more effective and satisfactory service delivery. Therefore, recommendations include improving employee competency through training, strengthening discipline and work responsibility, and fostering responsive, professional, and community-oriented attitudes. This will optimize employee performance and directly impact public satisfaction.

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