

## The Effect of Service Quality and Employees' Performance Towards Community Satisfaction

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### ABSTRACT

This research aims to find out the effect of service quality employees' performance towards community satisfaction. It applies quantitative approach. The technique of data analysis is multiple linear regression. There are 25 respondents obtained through purposive sampling technique. The findings reveal that (1) service quality influences towards community satisfaction as much as 28,50%, (2) employees' performance influences towards community satisfaction as much as 35,70%, (3) service quality and employees' performance influence towards community satisfaction with  $R^2$  value of 64,20%. The results of this research are expected to be the input and reinforcement for the employees at Population and Civil Registration Agency in understanding the importance of improving service and performance quality to meet public satisfaction.

**Keywords:** Community Satisfaction, Employees' Performance, Service Quality

**JEL Classification:** L80, M00, M19

## **INTRODUCTION**

The essence of bureaucratic reform is to be able to actualize people's expectation, especially to obtain satisfaction with the service quality and employee performance in each government agency. According to Tjiptono (Tjiptono & Chandra, 2016) as cited in Taan (Taan, 2019), service quality focuses on efforts to meet customer needs and desires as well as the accuracy of delivery to offset customer expectations. Meanwhile, community satisfaction refers to level of person's or community's feelings after comparing service and performance or perceived result with expectation. This is in accordance with the statement of Harsoyo (Harsoyo & Suparno, 2021) that community satisfaction is a manifestation of the community's evaluation towards service provided by public service providers. In addition to that, Maladi (Maladi et al., 2019) denoted that the concept of customer satisfaction is a function of customer expectations, if the factors provided are in line with what they hope, customers will be pleased; if not, he feels disappointed and will not be satisfied. In implementing bureaucratic reform, community satisfaction is the main measure of public service. The measurement of public satisfaction towards the administration of public service has been regulated by the government, as contained in Decree of Minister of State Apparatus Empowerment and Bureaucratic Reform number 14 of 2017 concerning guidelines for surveying community satisfaction towards the administration of public service that cover: 1) Requirement, 2) Procedure, 3) Service time, 4) Cost/ tariff, 5) Product of service specification, 6) Competence of implementer, 7) Behavior of implementer, 8) Handling of complaint, suggestion or input and 9) Facilities and infrastructure. The previous indicators certainly aim to measure the level of community satisfaction as service users and improve the quality of public service administration.

Public demands for service excellence cannot be avoided by public service providers. Therefore, the demands must be addressed as an effort to give satisfaction to them or the public. Service user or community satisfaction is closely related to the service quality provided, where the needs of the community can be satisfied if the public servant can provide services that meet five out of ten indicators of good service, as stated by Parasuraman Zeithaml (Zeithaml et al., 1985) namely physical evidence/ physical form, reliability, responsiveness, competence, friendliness, trustworthiness, security, access, communication, and understanding customer. In addition, Zeithaml reduces the service dimension to 5 dimensions, namely: 1) Tangible (physical evidence), 2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy. If the services provided have met these criteria, then it can be assumed that the needs have been met so as to provide community satisfaction (Hardiyansyah, 2011). Moreover, Supit (Supit et al., 2019) denoted that in order to carry out their duties and be able to meet public demand for better service quality, there is a need for professional guidance at the government level, where the goal is the formation of professional, responsible, simple, ethical, efficient and effective attitudes of civil servants. Therefore, the services provided by the public service providers to the community must be quality, and the community must get its own satisfaction. This is in accordance with a scientific study on the definition of bureaucracy which is actually intended as a means for the ruling government in carrying out public services according to the aspiration of community to achieve large administrative tasks by coordinating the work of many peoplesystematically (regularly).

One effort to improve the service quality, as mandated by Law number 25 of 2009 concerning public service in article 1 that public service is an activity or a series of activityto meeting service needs following theLaw for every citizen for good, service, and administrative service provided by the administration of public service. In addition, the implementation is contained in Government Regulation number 96 of 2012 concerning the implementation of Law number 25 of 2009 concerning public service in

article 1 which states that the service standards that serve as a guideline for the implementation of public service and reference for assessing service quality as obligation and promise of the organizer to the community in context of quality, easy, affordable and measurable services. Ironically, the service obtained by the community, especially in Gorontalo District, has not impacted all elements of society. Moreover, the service performed in the public organization has not provided satisfaction for the community. Based on the developing issue, service provided to the community tends to be slow, less transparent, and annoying. This shows that the government is not optimum yet in increasing or providing significant improvement, and there is no seriousness from the implementer to improve the service quality.

Community satisfaction towards public service providers is also influenced by employee performance. Tawas (Tawas, 2019) defined employee performance as the quality of employee work shown in doing the work that has been charged to him, and also the job results achieved by a person or group within an organization in certain period of time. In conformity with this, Asnawi (Asnawi, 2018) assumed that employee performance is the ability to achieve work result as collectively expected. The performance constitutes a certain program which aims to improve governance in the provision of public service. The intended performance is the quality and quantity of work achieved by the employee in completing their duties based on the responsibilities given to him/her. As Gibson (Gibson, 2002) states that, employee performance in a government agency can be determined by: Individual attributes, namely the ability of an individual to complete the tasks that have been determined; Willingness to work; and Organizational Support. Based on this, Sudarmanto (Sudarmanto, 2009) reveals that employee performance can be measured through 4 dimensions, namely: 1) Quality, namely the level of error, damage and accuracy; 2) Quantity, i.e., the amount of work accomplished; 3) Use of work time, i.e., absenteeism and late affective work time/ lost work hours, and 4) Collaboration with others in working. So that the better the performance of the employee in a particular agency, the services provided to the community will be good too, thus the expectation of community as recipients of service can be realized (Sudarmanto, 2009)

Therefore, the Government, as a provider of public services needed by the community, must be responsible and continue to strive to provide the best service for the improvement of public service. On the other hand, the community satisfaction is a benchmark of the success of public service provided by public service providers, and then public service must be focused on meeting the needs of community optimally both in terms of quality and quantity and the public service providers, in this case, are government agencies, is expected to improve performance well in accordance with community expectation. This is due to there are still many things that need to be corrected from the quality of public service and employee performance in every government agency, including in Gorontalo District, especially in Office of Population and Civil Registration (Disdukcapil) which is one of the implementing agencies of public service. The Office of Population and Civil Registration (Disdukcapil) is one of the agencies in Gorontalo District that carries out basic service associated with population administration service, which is expected to prioritize community satisfaction and meet public needs.

Based on preliminary data, service at Office of Population and Civil Registration (Disdukcapil) of Gorontalo District include the issuance of Family Card (KK), Electronic Identity Card (KTP-el), Birth Certificate, Child Identity Card (KIA), Divorce Certificate and Marriage Certificate (Non-Muslim Community), Child Recognition Certificate, Child Endorsement, and amendment. Based on the several types of service above, the type of service that will be examined is to focus on making Electronic Identity Card (KTP-el).

Based on the result of the preliminary interview with several people who manage the KTP-el at the Office of Population and Civil Registry of Gorontalo District, there is still a lack of openness and clarity of information about requirements and procedures. Therefore, many people do not know what requirements to bring so that most people's required requirements are incomplete. Moreover, in *Disdukcapil* of Gorontalo District, according to information from the community, is lots of people's documents are lost, so that it leads them to re-prepare the documents based on the specified requirements.

According to previous problems, it shows that the service quality and employee performance at Office of Population and Civil Registration of Gorontalo District are not optimal and do not satisfy community expectation so that it will cause dissatisfaction among the people as users. Therefore, the researcher is interested in conducting research entitled: "The Effect of Service Quality and Employee Performance on Community Satisfaction at the Office of Population and Civil Registration of Gorontalo District", with the following formulation of problems: 1) Does the service quality affect the community satisfaction at the Office of Population and Civil Registration of Gorontalo District? 2) Does the employee performance affect the community satisfaction at the Office of Population and Civil Registration of Gorontalo District? 3) Do service quality and employee performance simultaneously affect the community satisfaction at the Office of Population and Civil Registration of Gorontalo District?

## **LITERATURE REVIEW**

Public service basically concerns very broad aspects of life. The implementation of public services is state efforts to meet the needs basic and civil rights of every citizen on goods, services, and administrative services provided by the organizer public service (Rhee & Rha, 2009). Good and excellent service will be felt by the community if the agency as well as companies that provide these services can really serve politely and professionally with quality-of-service standards, procedures good, smooth, safe, orderly, there is certainty cost and time, as well as the law on services which has been given. Public will feel satisfaction when receiving good and professional service from the provider service (Chih Tung Hsiao & Jie Shin Lin, 2008).

Several previous relevant studies include: Pramulaso (Pramularso, 2020) in his study at the One-Stop Integrated Service Unit The Ministry of Manpower found that partially or simultaneously service quality and employee performance had a positive and significant influence on community satisfaction in the PTSA unit of the Ministry of Manpower. Responsibility to the community in meeting community satisfaction is expected to remain a priority so that the fulfillment of the needs and desires of the community who request services can be provided with more excellent or special services which of course with precise and careful results so that community satisfaction continues to increase. In line with that research by Pramulaso is supported by other studies including: (Hafiz & Syamsir, 2020)(Yolanda Nofita Agustina & Hery Suprayitno, 2020) and (Syahidul et al., 2020)

## **RESEARCH METHOD**

This research was conducted at the Office of Population and Civil Registration of Gorontalo District and People of Gorontalo District. The research took 3 months to conduct the research from November 2019 to January 2020. To facilitate the testing of the research hypothesis, the researcher sets the research variables with indicators adapted from the theories by Parasuraman (Zeithaml et al., 1985), Sudarmanto (Sudarmanto, 2009), and Maryono (Sutrisno & Maryono, 2017) in the following operational tables of variable:

**Table 1.** Definition of Variable Operational

| Variable                                  | Indicator  | Measuring Scale |
|---|--|-----------------|
| Service Quality<br>(X <sub>1</sub> )      | 1. Physical Evidence<br>2. Reliability<br>3. Responsiveness<br>4. Assurance<br>5. Empathy<br>(Zeithaml et al., 1985)   | Likert          |
| Employee Performance<br>(X <sub>2</sub> ) | 1. Quality<br>2. Quantity<br>3. Use of Work Time<br>4. Teamwork<br>(Sudarmanto, 2009)  | Likert          |
| Community Satisfaction<br>(Y)             | 1. Requirement<br>2. Procedure<br>3. Service Time<br>4. Product/ result of specification of service type<br>5. Implementer Competence<br>6. Implementer Behavior<br>7. Management of Complaint, Suggestion, and Input<br>8. Facility and Infrastructure<br>(Sutrisno & Mariyono, 2017) | Likert          |

The population in this study was 130.148 people in which the data were taken from people of Gorontalo District who already have KTP-el in 2018. Based on the result of calculation obtained from the Slovin formula, it was known that the number of samples in this study was 25 respondents. The sampling used in this study was purposive sampling. The data that have been collected are then tested with multiple regression whose formula can be presented as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

Y = Community Satisfaction

B<sub>0</sub> = Constant

β<sub>1-2</sub> = Coefficient of multiple regression

X<sub>1</sub> = Service Quality

X<sub>2</sub> = Employee Performance

e = Error Standard

## RESULTS

The finding of the research is elaborated below.

### 1. Estimation of Regression Model

After conducting a classical assumption test and apparently fulfilled, the next stage is modeling the data using multiple regression analysis. The result of the analysis is shown in table 2 as follows:

**Table 2.** Result of Regression Analysis

| Model                |  | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|----------------------|--|-----------------------------|------------|---------------------------|-------|-------|
|                      |  | B                           | Std. Error | Beta                      |       |       |
| 1 (Constant)         |  | <b>3.411</b>                | 5.335      |                           | 0.640 | 0.529 |
| Service Quality      |  | <b>0.307</b>                | 0.088      | 0.464                     | 3.494 | 0.002 |
| Employee Performance |  | <b>0.612</b>                | 0.152      | 0.536                     | 4.032 | 0.001 |

Source: Processing Data of SPSS 16.0, 2020

Based on the earlier analysis result, the developed simple linear regression model is:  
 $Y = 3,411 + 0,307X_1 + 0,612X_2 + e$

## 2. Hypothesis Testing

### a. Partial Hypothesis Testing

#### 1) The Influence of Service Quality to Community Satisfaction

The result of the test for service quality towards community satisfaction is presented the following table:

**Table 3.** Result of Partial Test of X1 towards Y

| No | Variable             | B Value | T <sub>count</sub> | Sig.         |
|----|----------------------|---------|--------------------|--------------|
|    | Constant             |         | 0.640              | 0.529        |
| 1  | Service quality      | .464    | 3.494              | 0.002        |
| 2  | Employee performance | .536    | <b>4.032</b>       | <b>0.001</b> |

<sup>ns</sup> Not Significant

\*Significant at the 0.1 level (2-tailed)

\*\* Significant at the 0.05 level (2-tailed)

\*\*\*Significant at the 0.01 level (2-tailed)

Source: Processing Data of SPSS 16.0, 2020

Based on the table above, it obtains hypothesis testing of effect of service quality (X1) on the community satisfaction (Y) which value of  $t_{count}$  for variable X1 is 3.494 and value of  $t_{table}$  from of result of  $t = \alpha: 2 \text{ n-k-1}$  (n = number of samples, k = independent and dependent variables for 2.073 generates  $t_{count} = 3.494 > t_{table} = 2.073$  (df = 25,  $\alpha = 0.05$ ), with a significance value of  $0.002 < 0.05$ . The significance value, which is below 0.05, indicates that the service quality has a positive and significant effect on community satisfaction.

#### 2) The Influence of Employee Performance to the Community Satisfaction

The result of testing concerning the influence of employee performance to the community satisfaction is presented in the following table:

**Table 4.** Result of Partial Test of X2 towards Y

| No | Variable             | Value of $\beta$ | T <sub>count</sub> | Sig.         |
|----|----------------------|------------------|--------------------|--------------|
|    | Constant             |                  | 0.640              | 0.529        |
| 1  | Service Quality      | .464             | 3.494              | 0.002        |
| 2  | Employee Performance | .536             | <b>4.032</b>       | <b>0.001</b> |

<sup>ns</sup> Not Significant  
 \*Significant at the 0.1 level (2-tailed)  
 \*\* Significant at the 0.05 level (2-tailed)  
 \*\*\*Significant at the 0.01 level (2-tailed)

Source: Processing Data of SPSS 16.0, 2020

Based on the above table, it obtains the hypothesis testing of  $t_{count}$  for employee performance variable for 4.032, with a significance value of 0.001 < 0.05. Meanwhile, the value of  $t_{table}$  from the result of  $t = \alpha: 2 n-k-1$  ( $n$  = number of samples,  $k$  = independent and dependent variables for 2,073 generates  $t_{count} = 4.032 > t_{table} = 2.073$  ( $df = 25$ ,  $\alpha = 0.05$ ), with significance value of 0.001. Therefore, the amount of significance value is < 0.05. In conclusion, the employee performance variable has a positive and significant effect on community satisfaction.

#### b. Simultaneous Hypothesis Testing

The result of the simultaneous test in this research is presented in the following table 5:

**Table 5.** Result of Simultaneous Testing

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 89.761         | 2  | 44.880      | 19.748 | .000 <sup>a</sup> |
| Residual     | 49.999         | 22 | 2.273       |        |                   |
| Total        | 139.760        | 24 |             |        |                   |

Source: Processing Data of SPSS 16.0, 2020

The above table can be explained by using a significance level of 0.05 which obtains  $F_{count}$  of 19.748 and  $F_{table}$  of 3.44, so that the  $F_{count} > F_{table}$  with a significance level obtained namely 0.000 < 0.05, which states that simultaneously, the service quality and employee performance have a positive and significant effect on the community satisfaction received. This means that the better the service quality and employee performance simultaneously, the higher the community satisfaction. Conversely, the worse the service quality and employee performance simultaneously, the lower the community satisfaction.

#### 3. Coefficient of Determination

The amount of coefficient of determination ( $R^2$ ) in this research can be seen in the following table 6:

**Table 6.** Coefficient of Determination

| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1  | .801 <sup>a</sup> | .642     | .610              | 1.508                      |
| a. Predictors: (Constant), Employee Performance, Service Quality |                   |          |                   |                            |
| b. Dependent Variable: Community Satisfaction                    |                   |          |                   |                            |

Source: Processing Data of SPSS 16.0, 2020

Based on the analysis of the coefficient of determination in the table above, it can be seen that the value of R or correlation is 0.802. Meanwhile, the value of  $R^2$  or coefficient of determination is 0.642, and the value of adjusted  $R^2$  is 0.610. The test used for the amount of influence (ability of independent variable to explain dependent variable) uses value of R Square or coefficient of determination for 0.642. This value shows that 64.20% of community satisfaction is affected by the service quality and employee performance at the Office of Population and Civil Registration of Gorontalo District. While the remaining 35.80% of community satisfaction is affected by other variables that are not examined in this study. Therefore, the relationship between the two variables is strong, in which the value of R square is higher than other factors that affect community satisfaction at the Office of Population and Civil Registration of Gorontalo District. Furthermore, a partial coefficient test is conducted. The test result for the coefficient of partial determination is described in the following table:

**Table 7.** Coefficient of Partial Determination

| Model  | Standardized Coefficients | Correlation | Determination |        |
|--|---------------------------|-------------|---------------|--------|
|  |                           |             | Value         | %      |
| Service Quality                                  | .464                      | .615        | 0,285         | 28,50% |
| Employee Performance                             | .536                      | .666        | 0,357         | 35,70% |
| <b>Simultaneous Coefficient of Determination</b> |                           |             | 0,642         | 64,20% |

Source: Processing Data of SPSS 16.0, 2020

## DISCUSSION

### 1. Effect of Service Quality to the Community Satisfaction at Office of Population and Civil Registration of Gorontalo District

In essence, the service quality is a comparison between the service expected by the community and the service received. The perceived quality is a people's evaluation towards the overall performance of the employee in each government agency. Quality as an assessment of community subject is largely determined by people's perception of services in which the perception can change due to the influence of assessment. This is consistent with the viewpoint expressed by Parasuraman (Zeithaml et al., 1985) that service quality can be expressed as a comparison between the service expected by the community and the service received. Meanwhile, the perceived service quality is a global consideration related to the superiority of service. Public service is now a part of every community's needs. Every government agency needs to strive to provide the best service quality to the community as service users. Government public service, in this case, the Office of Population and Civil Registration of Gorontalo District, currently requires to be fixed and improved. Efforts to improve the better public service quality is



a must in order to create service that is more efficient, effective, and in accordance with the needs and aspirations of the people, and the quality of service can contribute to a higher influence on the community satisfaction as users of public services.

The result of hypothesis testing on the effect of service quality ( $X_1$ ) on the community satisfaction (Y) finds that the value of  $t_{count} X_1$  or service quality is higher than  $t_{table}$  with a significance value of  $<0.05$ , which indicates that the service quality has a positive and significant effect on the community satisfaction. Overall, the results of this study can be synthesized, particularly in the first hypothesis testing that the service quality has a positive and significant effect on community satisfaction at the Office of Population and Civil Registration of Gorontalo District for 28.50%. Thus, the service quality at a certain agency is one of the main determining factors in providing satisfaction to the community as service users. According to Hardiansyah (Hardiyansyah, 2011), public demands for service excellence cannot be avoided by public service providers. So that the demand of the community to obtain better service must be addressed as an effort to give satisfaction to the community. The community satisfaction is closely related to the service quality provided, where the needs of the community can be met if public service can provide service that meets following five 5 dimensions: 1) Tangible (physical evidence), 2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy. If the services provided have met these criteria, then it can be assumed that the needs have been met so that it can provide community satisfaction

Relation to this, based on the result of descriptive testing, it obtains that the overall service quality variables are in good criteria. This shows that the Office of Population and Civil Registration of Gorontalo District has provided good service to the community as users, especially in the management of KTP-el. However, there are several indicators that must be improved in the service process at Office of Population and Civil Registration of Gorontalo District, such as the low competence of officials, speed in completing community requests, accuracy, and friendly attitude and care in serving the community, especially in the management of KTP-el which is still in fairly good criteria. This finding is in line with the statement of the Head of Office of Population and Civil Registration of Gorontalo District that the service quality at an agency is strongly influenced by its human resources. Likewise, although the leader has directed as best as possible to the subordinates, the goal of the agency will not be achieved due to the low quality of the Human Resource. As Hasibuan (Hasibuan, 2014) said that the goals of an organization would not be realized without the active role of human resources in the organization because an organization is said to be formed if there is an element of HR.

## **2. Effect of Employee Performance to the Community Satisfaction at Office of Population and Civil Registration of Gorontalo District**

Employee activities in an organization are always led to achieve predetermined goals. Organizational efforts in implementing programs, visions, and missions are not easy due to encountering various things. Performance is an efficiency of the use of resources to produce output. According to Sinambela (Sinambela, 2017), employee performance is defined as the ability of the employee to perform certain skills. Employee performance is indispensable due to this performance can identify how good the ability to carry out the tasks assigned to him/her. For this reason, it is necessary to determine clear and measurable criteria as well as which one to be a reference. Therefore, the performance can be interpreted as the extent to which a person has played a role in implementing organizational strategies, both in achieving specific goals related to the role of individual and/ or by showing competences that are relevant to the organization.

One of the strategic steps to develop organizational capabilities in the Regional Government is the effort to improve human behavior as a resource that plays an important role in carrying out the tasks of the Government so that all tasks can be carried out effectively, efficiently, and productively. Performance is the basis for achieving the goals of any organization. The success of an organization in improving its performance is strongly dependent on the quality of relevant human resources in working while in the organization. Furthermore, the role of human resources on organizational performance is pivotal as human resource decisions must be able to improve efficiency and even be able to increase organizational result and also have an impact on increasing community satisfaction (Pangarso & Susanti, 2016).

Based on the test result of the regression coefficient for employee performance variable at the Office of Population and Civil Registration of Gorontalo District has a significant influence on the community satisfaction that has a regression coefficient of 0.612. This coefficient value shows a positive relationship between employee performance and community satisfaction at the Office of Population and Civil Registration of Gorontalo District. This means that the better the performance of employees given at the Office of Population and Civil Registration of Gorontalo District, the higher the level of community satisfaction. Meanwhile, based on hypothesis testing, there is a positive and significant relationship between employee performance and community satisfaction. Hypothesis testing obtained value of  $t_{count}$  that is higher than  $t_{table}$ , with a significance value that is lower than the provision (0.05). It can be concluded that the employee performance variable has a positive and significant effect on community satisfaction. In addition, based on the result of testing on the second hypothesis, the employee performance has a positive and significant effect on the community satisfaction at the Office of Population and Civil Registration of Gorontalo District which has an effect of 35.70%. Therefore, instead of service quality, employee performance at a certain agency also one of the main determining factors in providing satisfaction to the community.

According to Gibson (Gibson, 2002), employee performance in a government agency can be determined by: Individual attributes, namely the ability of individual to complete tasks that have been assigned; Willingness to work; and Organizational Support. Based on this, Sudarmanto (Sudarmanto, 2009) reveals that employee performance can be seen through 4 dimensions, namely: Quality, Quantity, Use of time at work, and Cooperation with others at work. So that the better the employee performance in a particular agency, the better the service provided to the community, thus the expectation of community as service users can be realized. In relation to this, the result of the analysis of respondents' answers indicates that the variable of employee performance at the Office of Population and Civil Registration of Gorontalo District is a fairly good criterion. This shows that employees at the Office of Population and Civil Registration of Gorontalo District have optimal work results where the work of the employee is able to be said to be successful. Even so, there is still a need for improvement in the aspect of the seriousness of employee in working to be able to achieve a predetermined work target that still in a low percentage, with fairly good criteria.

### **3. Effect of Service Quality and Employee Performance to the Community Satisfaction at Office of Population and Civil Registration of Gorontalo District**

Good service quality and employee performance will have a positive impact on every community. The community will experience satisfaction in the management of KTP-el if the employee works effectively so that it gives a sense of comfort to the community to be at the Office of Population and Civil Registration of Gorontalo District. Simultaneously, service quality and employee performance affect the increase in

community satisfaction. The finding of research conducted by a statistical test using the F test shows that the service quality and employee performance at the Office of Population and Civil Registration of Gorontalo District simultaneously have a positive and significant effect on community satisfaction. As the evidence, the result of F test obtained  $F_{count}$  that is higher than  $F_{table}$  with a significance level obtained, which is less than the provision (0.05), which states simultaneously, the service quality and employee performance have a positive and significant effect on the community satisfaction. This means that better service quality and employee performance simultaneously will contribute to a positive effect on community satisfaction, where community satisfaction is higher. Conversely, a worse service quality and employee performance simultaneously will contribute to a negative effect on the community satisfaction where the community satisfaction is lower.

The statement above is also confirmed by the coefficient of determination ( $R^2$ ) for 64.20%. In other words, the simultaneous direct effect of the two variables, namely service quality and employee performance on community satisfaction have a strong effect, where the R square is higher than other influencing factors. Meanwhile based on the result of the analysis of respondents' answers in the descriptive test denotes that the variable of community satisfaction is in fairly satisfying criteria. This shows that the people of Gorontalo District are quite satisfied with the service quality and also the employee performance at the Office of Population and Civil Registration of Gorontalo District. Nevertheless, there are several indicators that must be improved, which are service time and facilities and infrastructure, which are still at a very low percentage or in not satisfied criteria. In addition, the aspects of service time needed to resolve community requests and the condition of Office of Population and Civil Registration of Gorontalo District building should be the priority. This is evidenced by the respondents' statements on these items, which have dissatisfied criteria.

Based on these findings, an interview with the Head of Office of Population and Civil Registration of Gorontalo District explains that the time required to complete community requests is very slow due to poor network connection, unpredictable blackout, and insufficient blank availability. Meanwhile, the condition of the building, which is still in bad criteria, is caused by a low budget, so it cannot be allocated to repair the Office of Population and Civil Registration of Gorontalo District.

In providing services to the community, the Department of Population and Civil Registration of Gorontalo District is always associated with the problem of service quality and employee performance, and both variables are important for the agency in providing satisfaction to the community. Therefore, the research finding that found a significant effect between service quality and employee performance on the community satisfaction conducted by Sutrisno and Maryono (Sutrisno & Maryono, 2017) reveals that leaders need to pay attention to the implementation of each of factor of Public Service Quality in the form of Organizational Structure, Apparatus Skill and Transparent Service System for optimizing community satisfaction.

## **CONCLUSION**

Based on the previous research findings and discussion regarding the effect of service quality and employee performance on the community satisfaction at the Office of Population and Civil Registration of Gorontalo District, the following conclusions can be drawn: 1) Service quality has a positive and significant effect on the community satisfaction by 28.50%. The positive coefficient shows that if the agency are able to create good service quality, it will contribute in the context of increasing satisfaction of the community. 2) Employee performance has a positive and significant effect on the

community satisfaction by 35.70%. This means that the increase or decrease in community satisfaction with services is significantly determined by the employee performance achieved at the agency. 3) Service quality and employee performance simultaneously have a positive and significant effect on community satisfaction by 64.20%, and the remaining 35.80% is determined by other factors that are not explained in this study.

It is suggested that: the service quality at the agency has been in the good criterion, but there are several indicators that must be maximized within the service process such as employee competence, speed in completing community requests, friendly attitude and care. This is due to some of these indicators are still in fairly good criterion. It is believed that a good service will certainly give satisfaction to the community as service users at the agency. Besides, in order to improve employee performance, the Head of Office as a leader must emphasize the importance of cooperation in completing work as this cooperation will encourage good communication and coordination so that all work can be completed properly in accordance with the requirements of quality, quantity, and use of time in working and cooperation. Moreover, in order to increase contribution to the community satisfaction at the agency, the Head of Office needs to coordinate with other Regional Leaders to make improvements, particularly in relation to the facilities and infrastructure. Therefore, adequate facilities and infrastructure can make the employee work effectively and efficiently.

This research is specifically limited on three variables: service quality, employee performance, and community satisfaction at Population and Civil Registration Agency of Gorontalo District or other associated working units in the city or district which run the same main task and function. Its results are expected to be the input and reinforcement for the employees at Population and Civil Registration Agency in understanding the importance of improving service and performance quality to meet public satisfaction.

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#### **DECLARATION OF CONFLICTING INTERESTS**

The author declares that there is no conflict of interest in the preparation of this article

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