

ECONOMIC SCIENCES

ANALYSIS OF PUBLIC SATISFACTION WITH PUBLIC SERVICE PERFORMANCE AT JATISRONO DISTRICT OFFICE (CASE STUDY ON THE COMMUNITY IN JATISRONO DISTRICT, WONOGIRI REGENCY)

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Abstract

Public satisfaction with public services is one of the main indicators in assessing the effectiveness of government performance in providing quality services. This study aims to analyze the influence of service quality, service facilities, and employee performance on public satisfaction in Jatisrono District. The research method used is quantitative with an approach based on Structural Equation Modeling-Partial Least Squares (SEM-PLS). The research sample consists of 150 respondents, who are residents of Jatisrono District that have received public services. The research findings indicate that service quality has the most significant influence on public satisfaction, followed by employee performance and service facilities. Service quality, which includes reliability, responsiveness, assurance, empathy, and tangible aspects, plays a crucial role in increasing public satisfaction. Additionally, adequate service facilities, such as comfortable waiting areas and good accessibility, also have a positive impact on public satisfaction. Employee performance, which reflects professionalism, responsiveness, and the ability to complete tasks effectively, also makes a significant contribution to public satisfaction.

The implications of this study suggest that increasing public satisfaction can be achieved by improving overall service quality, enhancing service infrastructure, and increasing employee competence and professionalism. The Jatisrono District Government needs to strengthen the service system by standardizing service procedures, utilizing technology in public services, and developing training programs for employees to ensure optimal service delivery. This study contributes to the development of public service policies, particularly in improving the effectiveness and efficiency of services based on community needs. Future research is recommended to expand the study area and include additional variables, such as the role of leadership or organizational culture, to provide a deeper understanding of the factors influencing public satisfaction with public services.

Keywords: Public Satisfaction, Service Quality, Service Facilities, Employee Performance, SEM-PLS

INTRODUCTION

Public service is one of the essential elements of government functions aimed at improving community welfare. According to Grönroos (1984), public service quality is not only measured by the availability of services but also by how these services are perceived by the community. Jatisrono District, as part of Wonogiri Regency, has implemented various community empowerment programs. However, challenges related to effectiveness and efficiency in service delivery continue to affect public satisfaction with the services provided.

Data from the Wonogiri Regency Statistics Agency (BPS, 2023) indicates that only 65% of the population in Jatisrono District is satisfied with public services. This low satisfaction rate is attributed to several factors, including lack of coordination among stakeholders, inadequate facilities, and low employee competence. A study by Parasuraman, Zeithaml, and Berry (1985) through the SERVQUAL model also emphasizes that service quality can be assessed through five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles.

Public service quality is closely linked to the success of community empowerment programs. Zeithaml et al. (1990) stated that high-quality services can enhance community participation and build trust in the government. However, local studies indicate that public services in Indonesia often face challenges regarding transparency and accountability (Nugroho, 2021). In the context of Jatisrono District, ineffective public service delivery impacts the success of community empowerment initiatives. For instance, inadequate service facilities, such as cramped waiting areas and outdated technology, have become major public complaints. This finding aligns with Kotler and Keller (2016), who argue that physical facilities are crucial in shaping customers' perceptions of service quality. Without adequate facilities, public perceptions of government professionalism decline, resulting in lower satisfaction and trust in government institutions.

Employee performance plays a vital role in determining public service quality. Robbins and Judge (2017) highlight that employee motivation and competence directly impact their performance in service delivery. A study by Susanti et al. (2020) found that 70%

of the public were dissatisfied with government employees' attitudes, particularly their lack of friendliness and responsiveness in handling complaints. This underscores the urgent need for continuous employee training and competence development. In Jatisrono District, some government employees show a lack of initiative in resolving community issues. This problem is exacerbated by an unbalanced workload and the lack of incentives to improve performance. According to Herzberg (1968), work motivation can be enhanced through appropriate rewards, both financial and non-financial. Thus, a performance-based incentive system should be implemented to encourage better employee engagement and service delivery.

Adequate infrastructure is a prerequisite for delivering high-quality public services. Bitner's (1992) study on "servicescapes" emphasizes that the physical environment significantly influences customer experiences. In Jatisrono District, service facilities such as waiting rooms, accessibility for persons with disabilities, and technology infrastructure need improvement to better meet the public's needs. A survey conducted by the Public Service Survey Institute (2022) found that 40% of Jatisrono residents complained about poor service facility conditions. Common complaints included uncomfortable waiting areas and limited access to service information. Such conditions negatively impact public perceptions of government professionalism and hinder efforts to build a service-oriented government culture.

Public satisfaction is a primary indicator of public service success. Oliver (1980) explains that satisfaction occurs when the public's expectations are met or even exceeded by the services received. Tjiptono (2014) supports this concept by stating that public satisfaction can foster loyalty and active participation in government programs. In Jatisrono District, low public satisfaction reflects a gap between expectations and service reality. The Gap Analysis Model developed by Parasuraman et al. (1985) can be used to identify these discrepancies and provide strategic recommendations for service improvement. Bridging this gap is essential for enhancing public trust and engagement with government services.

This research is relevant in identifying the factors that influence public satisfaction, particularly in Jatisrono District. By understanding the relationship between employee performance, service quality, and facilities, this study aims to provide strategic recommendations for local government improvements. This study aligns with the national development agenda, which emphasizes responsive, transparent, and inclusive public services (Ministry of Administrative and Bureaucratic Reform, 2023). Improving public services requires a holistic approach, including:

1. Enhancing employee performance through regular training and performance-based rewards.
2. Upgrading public service facilities to ensure accessibility and efficiency.
3. Implementing responsive services tailored to community needs.

THEORETICAL BASIS FRAMEWORK OF THINKING AND HYPOTHESIS

A. Theoretical Basis

1. Employee Performance

Employee performance is defined as the work outcomes achieved by an individual based on assigned tasks and responsibilities within an organization. According to Robbins and Judge (2017), employee performance is influenced by motivation, competence, perception of job roles, and a supportive work environment. In public service, employee performance reflects the ability to provide responsive, accurate, and community-centered services. Optimal performance is demonstrated through efficiency in task completion, user satisfaction, and overall organizational productivity (Mathis & Jackson, 2011).

Employee performance serves as a crucial indicator of an individual's success in carrying out organizational duties. It emphasizes the alignment between individual and organizational goals, where work behavior, achievement of results, and adaptability play essential roles. Work behavior reflects the attitudes and actions of employees in performing daily tasks, while achievement of results focuses on the tangible outputs produced according to predetermined targets. Adaptability signifies an employee's ability to adjust to changes in policies, procedures, or technology within the workplace (Mangkunegara, 2009).

Employee performance plays a fundamental role in organizational success by driving productivity, motivating peers, supporting decision-making, and improving public service quality. High-performing employees contribute to organizational efficiency and serve as role models for their colleagues. Their performance evaluations provide critical data for policy decisions related to promotions, training, and rewards. In public service, strong employee performance ensures better service delivery, fostering trust and satisfaction among citizens.

Several theories explain employee performance and its underlying factors. Expectancy Theory (Vroom, 1964) suggests that employees are motivated when they believe their efforts will result in valuable rewards. Herzberg's Two-Factor Theory (1959) highlights motivation and hygiene factors, where recognition and responsibility enhance performance, while salary and work environment prevent dissatisfaction. Equity Theory (Adams, 1965) emphasizes fairness, stating that employees compare their efforts and rewards with those of colleagues, influencing their motivation. Reinforcement Theory (Skinner, 1938) suggests that performance can be shaped through positive reinforcement for desired behaviors and reduced negative consequences for undesired behaviors.

Performance evaluation is essential for assessing employee contributions to an organization. According to Mangkunegara (2009), effective evaluations consider quantity and quality of work, discipline, innovation, and teamwork. A strong evaluation system ensures that employees meet organizational expectations while continuously improving their competencies. In public service, performance assessment should focus on both individual achievements and the extent to which employees fulfill community needs and strengthen public trust in government institutions. By implementing continuous training, offering incentives,

and fostering a supportive work environment, organizations can optimize employee contributions and enhance overall service quality.

2. Service Quality

Service quality refers to the level of excellence in service delivery that meets or exceeds customer expectations. According to Parasuraman, Zeithaml, and Berry (1988), service quality is determined by five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Kotler and Keller (2016) further highlight that service quality also includes ease of access, speed in problem resolution, and consistency in service delivery. In the public sector, high-quality service enhances public trust in government institutions (Zeithaml et al., 1990).

Service quality is assessed based on customer perceptions of how well a service meets their expectations. Grönroos (1984) classifies service quality into technical quality, which refers to the outcome of the service (such as speed and accuracy), and functional quality, which relates to how the service is delivered (such as employee communication and behavior). High service quality plays a crucial role in increasing customer satisfaction, building organizational reputation, ensuring business sustainability, and strengthening customer relationships.

Several theoretical models explain service quality. The SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988) defines it through reliability, responsiveness, assurance, empathy, and tangibles. Oliver's (1980) Customer Satisfaction Theory suggests that service quality influences customer satisfaction, which in turn affects loyalty. Grönroos (1984) emphasizes the importance of customer experience in evaluating service quality, while the Expectancy-Confirmation Theory states that service quality is determined by how well the received service aligns with initial expectations.

In the public service sector, service quality is essential for enhancing public trust and institutional credibility. Zeithaml et al. (1990) suggest that service quality in public administration can be improved through transparency, accessibility, consistency, and innovation. Providing clear and accessible information, ensuring equal service standards for all citizens, and integrating technology for efficient service delivery are crucial strategies for improving public service quality.

3. Facility

Service facilities encompass all infrastructure and resources that support the delivery of public services. Bitner (1992) introduced the concept of "servicescapes", emphasizing the critical role of the physical environment in shaping customer perceptions of service quality. Lovelock and Wirtz (2016) highlighted that well-designed service facilities not only enhance customer experience but also improve employee efficiency. In this context, service facilities include comfortable waiting areas, accessibility for people with disabilities, modern technology, and clear service information.

Service facilities are an integral part of an efficient service system. Grönroos (1984) categorized them into core facilities, which are directly used by customers

(such as waiting areas and service counters), and supporting facilities, which enhance customer comfort (such as parking spaces and restrooms). Properly designed service facilities contribute to customer experience, operational efficiency, social inclusion, organizational reputation, and employee productivity.

Several theories explain the role of service facilities. Bitner's Servicescapes Theory (1992) describes how the ambient environment, spatial layout, and visual elements impact customer perceptions. Parasuraman, Zeithaml, and Berry's SERVQUAL Model (1988) recognizes tangibles as a key dimension of service quality. Davis's Technology in Service Theory (1989) underscores the role of modern technology in improving service speed and convenience, while Oliver's Customer Satisfaction Theory (1980) asserts that well-maintained facilities directly influence customer satisfaction.

Ideal service facilities should include comfortable physical spaces, accessibility for all customers, modern technology, clear service information, cleanliness, and security. In public service, proper facilities ensure equitable, efficient, and responsive service delivery. Key implementations include digital service integration, innovative facility design, employee training, routine facility evaluation, and capacity expansion in high-demand areas. Improved service facilities positively impact organizations by enhancing customer loyalty, strengthening institutional reputation, increasing operational efficiency, and improving employee well-being. Investing in service facilities not only benefits customers but also creates a more effective and professional work environment.

4. Public Satisfaction

Public satisfaction refers to the level of happiness or contentment felt by society after receiving public services. According to Oliver (1980), public satisfaction results from comparing expectations with the reality of services received. Tjiptonono (2014) states that public satisfaction enhances loyalty and active participation in government programs. Furthermore, it reflects the effectiveness of services in meeting societal needs, ultimately improving the government's positive image (Kotler & Armstrong, 2018). Public satisfaction is a subjective evaluation of service quality compared to expectations. Zeithaml et al. (1990) identified key factors influencing satisfaction, including service quality, perceived value, and prior expectations. Kotler and Keller (2016) added that public satisfaction not only indicates service success but also serves as a key measure of government program sustainability and effectiveness.

Public satisfaction functions as an indicator of service quality, helping assess whether public services meet societal expectations. High satisfaction fosters loyalty to the government, reflected in support for policies and programs. It also encourages active participation in social, political, and economic activities. Furthermore, a high level of satisfaction strengthens the government's image as responsive, transparent, and professional while serving as a foundation for continuous service improvements. Several theories explain

public satisfaction, including the Expectation-Disconfirmation Theory (Oliver, 1980), which states that satisfaction results from the comparison between initial expectations and received services. Perceived Value Theory (Zeithaml, 1988) highlights that satisfaction is influenced by the perceived benefits relative to costs. The Customer Satisfaction Theory (Parasuraman, Zeithaml, & Berry, 1988) emphasizes five service quality dimensions: reliability, responsiveness, assurance, empathy, and tangible aspects. Additionally, the Loyalty Theory (Kotler & Keller, 2016) explains that consistent satisfaction fosters loyalty, positively impacting social stability and government program success, while Cognitive Dissonance Theory (Festinger, 1957) describes dissatisfaction arising from discrepancies between expectations and actual experiences.

Several factors influence public satisfaction, including service quality, accessibility, transparency, efficiency, and communication. To enhance satisfaction, governments can conduct regular satisfaction surveys, adopt digital innovations for improved accessibility, train employees for professional service delivery, provide effective feedback channels, and manage public expectations through education. The impacts of public satisfaction include increased public trust in the government, greater social stability, more efficient resource allocation, and a stronger government reputation as a provider of quality services.

B. Framework of Thought

The scheme/description in this research is as follows:

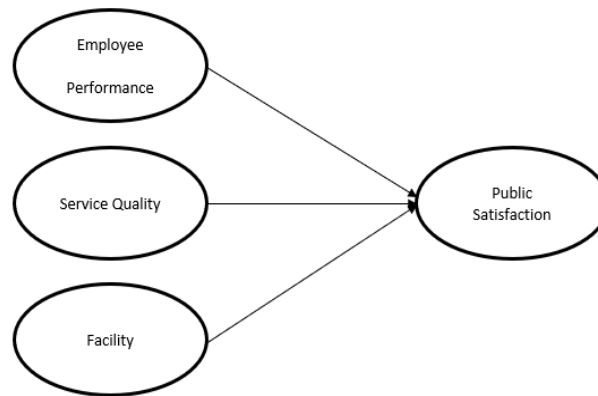


Figure 1
Thought Framework

Independent variables: Employee Performance, Service Quality, Facility

Dependent variables: Public Satisfaction

C. Hypothesis

The following hypotheses are proposed along with detailed explanations and supporting research:

Hypothesis 1 (H1): Employee Performance Positively Affects Public Satisfaction

Employee performance plays a crucial role in shaping public satisfaction with service delivery. Performance indicators such as competence, responsiveness, friendliness, and efficiency contribute to the overall perception of service quality. Competent employees possess the necessary skills and knowledge to provide accurate and effective services, ensuring that public needs are met efficiently. Responsiveness reflects the employees' ability to address concerns, answer inquiries promptly, and resolve issues effectively, which enhances public trust and confidence in the service system. Friendliness in service delivery fosters a welcoming and positive atmosphere, making individuals feel respected and valued. Efficiency ensures that services are delivered swiftly and accurately, minimizing waiting times and reducing potential frustration.

When employees perform their duties professionally and efficiently, the public perceives the service as high quality, leading to increased satisfaction. A study by Prayoga (2018) found that employee performance significantly influences public satisfaction, with higher performance levels correlating to greater satisfaction.

The study emphasized that training programs, motivation, and work ethics contribute to improving employee performance, which in turn enhances public perception of service quality. Therefore, optimizing employee performance through continuous professional development, performance evaluations, and service-oriented training can be an effective strategy to improve public satisfaction.

Hypothesis 2 (H2): Service Quality Positively Affects Public Satisfaction

Service quality is a fundamental determinant of public satisfaction, encompassing aspects such as clarity of information, ease of access, and service reliability. Clear and transparent information ensures that the public understands service procedures, requirements, and expected outcomes, reducing confusion and frustration. Accessibility refers to the ease with which individuals can obtain services, including factors like location, operating hours, digital service availability, and assistance for people with disabilities. Reliable services mean that the government or institution consistently delivers on its promises, ensuring that public expectations are met or even exceeded.

When service quality is high, the public perceives the system as efficient, trustworthy, and user-friendly, leading to a positive service experience. A study by Kartika and Siagian (2024) examined service quality at the Population and Civil Registration Office of Batam City and found that well-structured services significantly enhanced public satisfaction. Their findings highlight the importance of continuous improvements

in service delivery, such as integrating digital solutions, simplifying bureaucratic procedures, and implementing feedback mechanisms. Institutions that prioritize service quality improvement tend to foster greater public trust and long-term satisfaction, ultimately enhancing their reputation and credibility.

Hypothesis 3 (H3): Service Facilities Positively Affect Public Satisfaction

Service facilities are essential in creating a comfortable and supportive environment for individuals seeking public services. Facilities include physical infrastructure such as waiting areas, seating arrangements, air conditioning, cleanliness, and availability of essential equipment. A well-organized service facility ensures smooth and efficient service delivery, reducing public discomfort and waiting times. Additionally, the use of digital systems, such as automated queue management and self-service kiosks, can significantly improve the efficiency of service provision.

Comfortable and well-maintained facilities contribute to a positive public experience, making service interactions more pleasant and reducing potential dissatisfaction. A study by Harfika and Abdullah (2017) examined service facilities at the General Hospital of Southwest Aceh Regency and found a strong correlation between facility quality and patient satisfaction. The study emphasized that hospitals with modern, well-equipped, and hygienic facilities experienced higher patient satisfaction rates, demonstrating the importance of a conducive service environment. To improve service facilities, institutions should regularly assess and upgrade infrastructure, incorporate technology for seamless service interactions, and ensure that service environments remain clean, organized, and accessible to all individuals, including those with disabilities. By prioritizing facility enhancements, public institutions can create a more efficient and satisfactory service experience, ultimately increasing public trust and engagement.

RESEARCH METHOD

This research focuses on analyzing public service delivery in Jatisrono District, Wonogiri Regency, with a particular emphasis on the impact of employee performance, service quality, and service facilities on community satisfaction. The study aims to identify key factors influencing public satisfaction and provide strategic recommendations to improve service delivery. The research employs a quantitative approach, utilizing surveys, interviews, and direct observations to collect comprehensive data from both service users and government employees responsible for service implementation.

The study investigates three independent variables—employee performance, service quality, and service facilities—and their influence on the dependent variable, community satisfaction. Employee performance is assessed based on competence, responsiveness, professionalism, and adherence to service standards. Service quality is measured through indicators such as transparency, accessibility, and the reliability of services. Service facilities include infrastructure elements such as waiting areas, accessibility for people with disabilities, and technological support for efficient

service delivery. Community satisfaction is evaluated based on their perceptions of service effectiveness, efficiency, fairness, and overall comfort when accessing public services.

The research relies on both primary and secondary data sources. Primary data is obtained through structured questionnaires distributed to 150 respondents, consisting of residents who have accessed public services in Jatisrono District. The study also includes interviews with government employees to gain insights into the challenges and improvements needed in service delivery. Additionally, field observations are conducted to assess the quality of service facilities and interactions between employees and the public. Secondary data is collected from official documents, statistical reports, academic research, and government regulations related to public service quality and community satisfaction.

The sample for this study is determined using the Slovin formula, ensuring a representative selection of respondents from the local community. The research employs a probability sampling method with a simple random sampling technique, allowing equal opportunity for all eligible community members to be selected. This approach enhances the reliability of the findings and ensures that the results can be generalized to a broader population within Jatisrono District.

Data analysis is conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, which is suitable for examining complex relationships between latent variables. The analysis process includes evaluating the measurement model (outer model) to test the reliability and validity of research indicators. It also involves assessing the structural model (inner model) to examine the strength of relationships between variables using path coefficient tests, determination coefficient (R^2), predictive relevance (Q^2), and effect size (f^2). Hypothesis testing is performed through bootstrapping, where statistical significance is determined based on t-statistics and p-values. A significant relationship is indicated when the t-statistic is greater than 1.96 and the p-value is below 0.05.

By conducting this study, the research aims to provide valuable insights into the effectiveness of public service delivery at the district level. The findings are expected to contribute to policy recommendations for improving public service management, enhancing employee performance, optimizing service quality, and upgrading service facilities. Additionally, the study seeks to support the development of a more transparent, efficient, and community-centered public service system in Jatisrono District. Ultimately, the research aspires to foster greater public trust in local government institutions and promote continuous improvements in service delivery for the well-being of the community.

RESULT AND DISCUSSION

A. The characteristics of the respondents

The characteristics of the respondents are an important aspect in understanding the profile of the community that provides assessments on service quality, service facilities, community satisfaction, and employee performance in Jatisrono District. By analyzing

the respondent characteristics, the researcher can gain a clearer picture of the respondents' backgrounds and how these differences may influence their perceptions of public services. A total of 150 respondents were selected as samples for this study. The sample consists of

various community groups with differences in gender, age, education level, and occupation. The respondent characteristics are presented in the following table:

Table 1.**The characteristics of the respondents**

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	70	46.7%
	Female	80	53.3%
Age	< 20 years	10	6.7%
	20 - 30 years	45	30.0%
	31 - 40 years	50	33.3%
	> 40 years	45	30.0%
Education Level	Elementary/Junior High	20	13.3%
	High School	60	40.0%
	Diploma/Bachelor	65	43.3%
	Postgraduate	5	3.4%
Occupation	Civil Servant	30	20.0%
	Entrepreneur	40	26.7%
	Private Employee	35	23.3%
	Housewife	25	16.7%
	Other	20	13.3%

B. Validity Test

The validity test was conducted using the Pearson Product Moment Correlation method by comparing the calculated r value with the table r value at a significance

level of 5% ($\alpha = 0.05$). With a sample size of 150 respondents, the table r value used as the validity threshold is 0.159. An indicator is considered valid if the calculated r value is greater than the table r value. The results of the validity test for each variable are as follows:

Table 2**Validity Test Results**

Variable	Indicator	Calculated r	Table r (0.159)	Description
Service Quality	KP1	0.721	0.159	Valid
	KP2	0.689	0.159	Valid
	KP3	0.754	0.159	Valid
Service Facilities	FP1	0.732	0.159	Valid
	FP2	0.695	0.159	Valid
	FP3	0.743	0.159	Valid
Public Satisfaction	KM1	0.781	0.159	Valid
	KM2	0.758	0.159	Valid
	KM3	0.768	0.159	Valid
Employee Performance	KPeg1	0.769	0.159	Valid
	KPeg2	0.735	0.159	Valid
	KPeg3	0.752	0.159	Valid

Source: Processed Data (2025)

The validity test in this research was conducted to ensure that each indicator in the questionnaire truly measures the concept or variable being studied. Validity is a crucial aspect in quantitative research, because if an instrument is not valid, the research results could be biased or not reflect the actual conditions.

The results of the validity test show that all the indicators in this study have a Pearson Product Moment correlation (calculated r) greater than the table r (0.159) at a significance level of 5% with 150 respondents. This means that each indicator in the questionnaire has a significant relationship with the total score of the variable it measures. Therefore, it can be concluded that:

- All statements in the questionnaire are valid because the Pearson Product Moment correlation shows that each indicator has a significant correlation

with the total score of its variable (calculated r > table r).

- No indicator needs to be removed or revised because all indicators meet the validity standards. This indicates that the research instrument used is well-constructed and appropriate for measuring the studied variables.

- The research instrument can be used in further data analysis stages, as each item in the questionnaire has proven to measure the concept being studied accurately and precisely.

- Construct validity has been met, meaning the questionnaire not only measures the correct variables but also captures the underlying dimensions of those concepts well.

C. Reliability Test

After the instrument was declared valid, the next step was to conduct a reliability test using Cronbach's Alpha method. A variable is considered reliable if the

Cronbach's Alpha value is greater than 0.70. The reliability test aims to determine the extent to which the research instrument can provide consistent results when used under different conditions and at different times. The results of the reliability test can be seen in the following table:

Table 3

Reliability Test Results		
Variable	Cronbach's Alpha	Description
Service Quality	0.812	Reliable
Service Facilities	0.791	Reliable
Public Satisfaction	0.823	Reliable
Employee Performance	0.806	Reliable

Source: Processed Data (2025)

Reliability is an important aspect in quantitative research used to measure the consistency of an instrument in producing stable and dependable data. A reliable instrument will provide similar results if used under different conditions or at different times. Therefore, the reliability test aims to determine how consistent the instrument used in the study is when tested on the same population.

In this study, the reliability test was performed using the Cronbach's Alpha method, which is one of the most commonly used techniques for measuring reliability. A variable is considered reliable if its Cronbach's Alpha value is above 0.70. The results of the reliability test show that all variables in this study have a Cronbach's Alpha value above 0.70, which means that the research instrument used has a high level of reliability. This indicates that each indicator in the questionnaire has shown good internal consistency in measuring the intended variables. Therefore, several conclusions can be drawn from the results of this reliability test:

- The research instrument is trustworthy and has a good level of consistency, meaning that if this research were repeated with a different sample or under

different conditions, the results would still show a similar pattern.

- No revisions are necessary for the research instrument, as all variables have met the established reliability standards, and it can be used in further data analysis.

- A reliable instrument enhances the validity of the research because if an instrument has high reliability, the research results can be trusted more and have a lower measurement error rate.

D. Hypothesis Test Results

Based on the results of testing using Structural Equation Modeling - Partial Least Squares (SEM-PLS), it was found that all the independent variables in this study, namely service quality, service facilities, and employee performance, have a significant effect on public satisfaction. The hypothesis testing results indicate that each independent variable contributes to improving public satisfaction, although with varying levels of influence. The following table summarizes the results of hypothesis testing in this study:

Table 5.7.

Hypothesis Testing Results					
Hypothesis	Relationship Between Variables	Path Coefficient (β)	T-Statistic	P-Value	Description
H1	Service Quality $\rightarrow$ Public Satisfaction	0.520	8.765	0.000	Accepted (Significant)
H2	Service Facilities $\rightarrow$ Public Satisfaction	0.310	4.920	0.000	Accepted (Significant)
H3	Employee Performance $\rightarrow$ Public Satisfaction	0.410	6.453	0.000	Accepted (Significant)

Source: Processed Data (2025)

Based on these results, further analysis can be conducted on each hypothesis as follows:

1. The Effect of Service Quality on Public Satisfaction (H1)

The analysis results show that service quality has a positive and significant effect on public satisfaction, with a path coefficient of 0.520, a T-Statistic value of 8.765, and a P-Value of 0.000. This value indicates that service quality is the factor with the greatest influence on public satisfaction compared to other variables.

This finding supports the theory proposed by Parasuraman, Zeithaml, and Berry (1988) in the

SERVQUAL model, which states that service quality consists of five main dimensions:

- Reliability: Consistency in providing accurate and dependable service.
- Responsiveness: The ability to provide quick service and respond to customer needs.
- Assurance: The competence and professional attitude of service personnel in building customer trust.
- Empathy: The ability to understand customer needs and provide attention.

- Tangibles: The quality of physical facilities, equipment, and personnel appearance in providing service.

Thus, the better the service quality provided by public service agencies, the higher the level of public satisfaction. If services are delivered promptly, accurately, and according to public expectations, public satisfaction will increase. Conversely, if the services are slow, unprofessional, and do not meet expectations, public satisfaction will decrease.

2. The Effect of Service Facilities on Public Satisfaction (H2)

The testing results show that service facilities have a positive and significant effect on public satisfaction, with a path coefficient of 0.310, a T-Statistic value of 4.920, and a P-Value of 0.000. This indicates that the presence of adequate service facilities can enhance public satisfaction, although their effect is not as significant as service quality. This concept is supported by Bitner's (1992) theory on servicescapes, which states that the physical environment of the service (including available facilities) plays an important role in shaping the experience and perception of the public regarding the service provided. Good service facilities include:

- Availability of comfortable waiting areas with adequate seating.
- Accessibility for disabled individuals to ensure inclusiveness of the service.
- Adequate infrastructure such as orderly queues, clean service rooms, and clear and accessible service information.
- Use of modern technology such as apps or information systems that can speed up the service process.

With adequate facilities, the public feels more comfortable receiving services, thereby increasing their satisfaction. On the other hand, poor facilities, such as cramped waiting rooms, disorganized queues, or lack of clear information, can lead to public dissatisfaction. Therefore, investing in improving service facilities is an important strategy in enhancing public satisfaction with public services.

3. The Effect of Employee Performance on Public Satisfaction (H3)

The analysis also shows that employee performance has a positive and significant effect on public satisfaction, with a path coefficient of 0.410, a T-Statistic value of 6.453, and a P-Value of 0.000. This indicates that the better the performance of employees in providing services, the higher the level of public satisfaction.

This finding supports the theory proposed by Robbins and Judge (2017), which states that employee performance is influenced by factors such as motivation, competence, perception of job roles, and a supportive work environment. In the context of public services, optimal employee performance reflects the effectiveness of the organization in providing fast, accurate, and responsive services according to public needs. Employees with high competence, professionalism, and a positive service attitude will provide a more positive experience for the public, thus increasing their satisfaction.

Factors that can enhance employee performance in public service include:

- Training and development of employee competencies to provide better service.
- Providing motivation and incentives for employees with good performance.
- Improving performance evaluation systems to ensure employees work professionally.
- Implementing a work culture focused on public service.

On the contrary, employees who are less competent, unresponsive, or unprofessional will provide negative experiences for the public, ultimately decreasing their satisfaction. Therefore, improving employee performance through various human resource development programs is a key factor in increasing public satisfaction.

CONCLUSION AND SUGGESTIONS

A. Conclusion

Based on the results of the study, it can be concluded that public satisfaction with public services in Jatisrono District is significantly influenced by service quality, service facilities, and employee performance. These three variables have a positive relationship with public satisfaction, meaning that the better the service quality, service facilities, and employee performance, the higher the level of public satisfaction with the services provided.

1. Service Quality as the Dominant Factor

The research findings show that service quality has the greatest influence on public satisfaction (path coefficient 0.520, T-Statistic 8.765, P-Value 0.000). This proves that service quality is the main aspect determining the level of public satisfaction. The public places more value on the reliability of the service, timeliness, the ability of employees to provide solutions, as well as friendliness and professionalism in service. Therefore, improving service quality should be the primary focus in efforts to increase public satisfaction.

2. Service Facilities Play a Role in Enhancing Public Comfort

Service facilities also have a significant effect on public satisfaction (path coefficient 0.310, T-Statistic 4.920, P-Value 0.000). Adequate facilities, such as comfortable waiting areas, good accessibility, orderly queue systems, and the use of technology in services, greatly support the effectiveness of service delivery and provide a better experience for the public.

3. Employee Performance as a Determining Factor for Public Service Success

Employee performance also has a significant effect on public satisfaction (path coefficient 0.410, T-Statistic 6.453, P-Value 0.000). This indicates that the competence, professionalism, and attitude of employees in providing services greatly affect the public's perception of the quality of the services received. Employees who work effectively, are friendly, and responsive will increase public satisfaction, while employees who are unresponsive or unprofessional can reduce public satisfaction.

4. The Importance of Synergy in Enhancing Public Satisfaction

From the findings of this study, it can be concluded that improving public satisfaction does not rely on just one factor, but is the result of synergy between service quality, service facilities, and employee performance. Therefore, improvements in all of these aspects need to be made together so that public services can run more optimally and meet the public's expectations.

B. Suggestions

Based on the research results and conclusions obtained, several suggestions can be made to improve public satisfaction with public services in Jatisrono District. To improve public service satisfaction in Jatisrono District, several measures should be taken. First, service quality can be enhanced by establishing clearer service standards, providing regular training for employees, and conducting periodic satisfaction surveys. Additionally, service facilities should be upgraded by ensuring comfortable waiting areas, better accessibility for people with disabilities, and increased use of technology, such as online registration and digital queues. Employee performance can be improved through a reward and punishment system, promoting work discipline, and fostering a culture of excellent public service. Involving the public in evaluating employees is also essential. To address existing challenges, the government should recruit additional personnel, enhance technological utilization, and provide more training to employees. Public understanding of service procedures should be improved through better communication. Finally, further research should expand the scope to include more districts, employ qualitative research methods for deeper insights, and incorporate additional factors like organizational culture and leadership into future studies. These steps will contribute to the development of more professional, transparent, and responsive public services in the region.

C. Research Limitations

The limitations of this research include several factors that may affect the generalizability and depth of the findings. First, the study is limited by the geographic scope, as it only focuses on the public service satisfaction in Jatisrono District, which may not reflect the experiences of other regions. The sample size, while sufficient, may not fully capture the diversity of the population, potentially leading to biases in the results. Additionally, the research relies on self-reported data from surveys, which may be subject to social desirability bias or inaccurate responses. The study also lacks qualitative data from interviews, which could provide deeper insights into the respondents' experiences and perspectives. Lastly, the research does not account for external factors, such as political or economic influ-

ences, that may impact public service satisfaction. Future studies should address these limitations by expanding the sample size, including more diverse regions, incorporating qualitative methods, and considering external variables that could affect the results.

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