



Assessing Public Service Quality and Its Impact on Community Satisfaction in Local Government Offices: A Study in Pematangsiantar

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ABSTRACT

Objective: Public service quality is a fundamental pillar of local governance that directly reflects the state's commitment to its citizens. In Pematangsiantar, persistent gaps between community expectations and bureaucratic performance have necessitated a critical evaluation of institutional effectiveness. This study aims to assess the impact of public service quality on community satisfaction within local government offices.

Research Method: This study employed a quantitative approach with a descriptive-associative design. Data were collected from 90 respondents in Pematangsiantar, determined using the Hair et al. formula (18 indicators x 5). The research instrument consisted of a structured questionnaire featuring 18 items (9 for Public Service Quality and 9 for Community Satisfaction). Data analysis was performed using IBM SPSS software, involving normality test and simple linear regression analysis to evaluate the hypothesis.

Results: The statistical analysis confirmed a significant and positive relationship between the variables. The regression model ($Y = 12.915 + 0.597X$) yielded a t-statistic = 7.209 with a significance value = 0.000 ($p < 0.05$). Furthermore, the coefficient of determination (R^2) was 0.371, indicating that public service quality accounts for 37.1% of the variance in community satisfaction. These findings suggest that every unit of improvement in service standards significantly elevates the public's perceived value of the government.

Conclusion: This study concludes that public service quality is a vital antecedent to community satisfaction in Pematangsiantar. To enhance institutional trust, local authorities must prioritize human-centric reforms, specifically focusing on staff empathy and administrative reliability. Future research is suggested to incorporate additional variables such as digital literacy or institutional image to further explain the remaining 62.9% of the satisfaction variance.

1. INTRODUCTION

In the modern landscape of public governance, a fundamental shift has occurred. The bureaucracy is no longer merely a cold machine of administration, but a vital bridge of service that defines the relationship between a state and its people. At its core, public service is an act of fulfilling the basic rights and dignity of citizens (Sherly et al., 2020). Nationally, the push for Excellent Service has transformed from a mere policy slogan into a moral and professional necessity, as citizens become more informed and expect a government that is not only efficient but also empathetic (Naufal et al., 2025). Within the Indonesian context, local government offices, specifically at the village level, stand as the front porch of the state. It is here where the quality of the state's presence is felt most directly by the community, making the consistency of service a cornerstone of social trust (N. I. P. Simarmata et al., 2021).

However, the reality in Pematangsiantar often reveals a poignant gap between these high ideals and the daily experiences of the citizens. Beyond the data, the human element of service is frequently strained. Citizens often navigate a labyrinth of administrative delays and a lack of certainty that can lead to frustration and a sense of being unheard. When administrative processes become protracted and the human touch of responsiveness is missing, it does more than just delay a document, but it also erodes the bond of trust between the community and its leaders (Wijaya et al., 2021). These challenges, ranging from rigid bureaucratic attitudes to the suboptimal use of technology, create a perception of a service that is technically present but emotionally distant. Consequently, the resulting low levels of community satisfaction are not just a statistical concern but a reflection of a deeper need for a more compassionate and reliable public institution.

While previous scholarship has extensively mapped the mechanics of service quality, a critical review reveals a predominant reliance on the SERVQUAL model (tangibles, reliability, responsiveness, assurance, and empathy) as the primary lens for measurement. Most existing research relies on these subjective perception-based scales, often overlooking the standardized performance indicators established by national policy. This study addresses this significant gap by pivoting from conventional theoretical frameworks toward a regulatory-based measurement approach, utilizing official government regulations to evaluate public service quality in Pematangsiantar. By integrating these legal benchmarks into a quantitative model, this research offers a more objective and accountable evaluation that reconciles Expectancy-Disconfirmation Theory with formal administrative requirements, providing a novel contribution to both public management theory and practical policy evaluation. Besides that, the existing literature often focuses on technical compliance (Alfionita & Gunawan, 2020; Nella & Swastiko, 2023), yet there is a growing recognition that the heart of public satisfaction lies in the performance and empathy of the individual officials (Rohimat, 2025). Furthermore, despite various reforms, the persistent expectation-performance gap in many regions suggests that the current models may not fully capture the evolving needs of a modern society (Ismiyati, 2023). This study seeks to bridge this gap by examining how the convergence of technical reliability and human empathy can redefine the quality of service in Pematangsiantar, providing a more holistic view that has been overlooked in more rigid, traditional studies (Khaidir et al., 2023; Wisudawati et al., 2023).

Addressing these issues is an urgent mission to improve the quality of life for the people of Pematangsiantar by answering how regulatory-based service dimensions specifically influence the contentment of the citizens. By focusing on these elements, the study aims to identify the pain points in current service delivery and offer a path toward a more responsive and respectful bureaucracy. The goal is to move beyond mere administrative efficiency toward a service model that truly honors the needs and expectations of the community it serves, ultimately providing the Pematangsiantar City Government with a compassionate and empirical roadmap for reform.

The contribution of this research is two-fold, offering significant value to both academic discourse and administrative practice. Theoretically, this study enriches the body of knowledge in Public Management by integrating Expectancy-Disconfirmation Theory with formal regulatory benchmarks, providing a more objective framework than the traditional SERVQUAL model. It bridges the gap between subjective citizen perception and legal bureaucratic accountability, offering a novel perspective on how innovation management and consumer behavior principles apply to state-mandated service standards. Practically, it provides the Pematangsiantar City Government with a compassionate roadmap for reform. By shifting the focus from processing files to serving people, the insights from this study can help officials build a more resilient, empathetic, and trusted public institution (Erbito et al., 2026; Putri et al., 2025).

2. LITERATURE REVIEW

2.1. Expectancy-Disconfirmation Theory

This study utilizes Expectancy-Disconfirmation Theory as a supporting framework to explain the formation of community satisfaction. This theory suggests that satisfaction is a result of the comparison between initial expectations and the actual performance of the service provided (H. M. P. Simarmata et al., 2021). In the context of local government, if the service quality delivered by the local government office aligns with or surpasses the citizen's expectations, a positive disconfirmation occurs, leading to high satisfaction. Conversely, when the bureaucracy fails to meet these standards, it leads to dissatisfaction and a breakdown in public trust. Thus, these theories collectively provide a robust hierarchy, from the macro-level motivation of the state to the micro-level experience of the individual citizen, forming the conceptual backbone of this research.

2.2. Public Service Quality

Service quality in the public sector is a multidimensional construct that reflects the discrepancy between users' expectations and their perceptions of the service received. Unlike the private sector, public service quality is deeply intertwined with administrative accountability and the fulfillment of basic citizen rights (Sherly et al., 2020). Generally, the measurement of service quality adopt the SERVQUAL framework, which categorizes quality into five primary dimensions: tangibles, reliability, responsiveness, assurance, and empathy. As argued by (Halim et al., 2021), in a service marketing context, these dimensions serve as the critical infrastructure for creating value. However, because the research focuses in the public sector, the measurement of public service quality uses (Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 19 Tahun 2021 tentang Standar Pelayanan di Lingkungan Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2021), which includes: requirements; system mechanism and procedures; service time period; cost/fees; service products; handling of complaints, suggestions and input/appreciation; legal basis; facilities and infrastructure and/or equipment; executor competence; internal supervision; number of executors; service guarantees; security and safety guarantees of service; and performance evaluation of executors. Due to the similarity of dimensions with the variable of community satisfaction, the measurement of public service quality is only focused on 6 dimensions, namely: legal basis; internal supervision; number of executors; service guarantees; security and safety guarantees of service; and performance evaluation of executors.

2.3. Community Satisfaction

Community satisfaction is defined as the psychological state resulting from a comparison between the perceived performance of a public service and the citizen's initial expectations. Within the discipline of consumer behavior, satisfaction is not merely a static outcome but a

dynamic evaluation of the service experience (H. M. P. Simarmata et al., 2021). High levels of satisfaction in local government offices are indicative of effective Innovation Management, where administrative processes are continuously refined to meet community needs (Sisca et al., 2021). When the service performance exceeds expectations, it fosters public trust; conversely, a performance-expectation gap leads to dissatisfaction and institutional distrust. The measurement of public satisfaction in this study uses (Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 14 Tahun 2017 tentang Pedoman Penyusunan Survei Kepuasan Masyarakat Unit Penyelenggara Pelayanan Publik, 2017), which includes: requirements; systems, mechanisms, and procedures; completion time; costs/fees; product specifications of service types; executor competence; executor behavior; handling of complaints, suggestions, and input; as well as facilities and infrastructure

2.4. The Relationship Between Public Service Quality and Community Satisfaction

Extensive empirical studies have explored the nexus between service quality and satisfaction across various administrative levels in Indonesia. Research by (Alfionita & Gunawan, 2020; Nella & Swastiko, 2023) consistently demonstrates that improvements in service quality dimensions significantly enhance satisfaction in sub-district offices. In more specific contexts, such as village-level administration, studies by (Hayati & Ahmadi, 2023; Khaidir et al., 2023) emphasize that direct interactions with officials, specifically regarding responsiveness and empathy, are the primary drivers of citizen contentment.

Furthermore, recent literature has begun to integrate employee performance into the service quality equation. (Rohimat, 2025) suggests that the technical competence of employees acts as a precursor to high-quality service, which subsequently dictates satisfaction levels. In the realm of health services and specialized administration, research by (Aflahah et al., 2024; Duriat & Vaughan, 2020) indicates that even in technical services like E-KTP or healthcare, the human touch remain irreplaceable despite the push for digitalization. However, (Wisudawati et al., 2023) note that certain indicators often fall into the over-expectation or under-performance quadrants, necessitating a focused strategic intervention to optimize resource allocation.

The relationship between service quality and satisfaction is fundamentally grounded in the expectancy-disconfirmation theory. When local government offices in Pematangsiantar provide reliable, timely, and empathetic services, they reduce the perceived sacrifice of the citizen, thereby increasing satisfaction (Novando et al., 2024). Previous findings suggest that tangibility (facilities) and assurance (legal certainty) provide the baseline for satisfaction, while responsiveness and empathy provide the value-added that differentiates superior service from standard bureaucracy (Erbito et al., 2026; Putri et al., 2025). In the context of Pematangsiantar, where administrative delays have been a recurring issue, the reliability of service becomes the most critical antecedent for satisfaction.

Based on the theoretical and empirical evidence above, the following hypothesis is proposed:

H₀: There is no significant effect of public service quality on community satisfaction

H_a: There is a significant and positive effect of public service quality on community satisfaction

3. RESEARCH METHOD

This study employs a quantitative research design with a descriptive and associative approach to examine the relationship between public service quality and community satisfaction. The research was conducted at Local Government Offices in Pematangsiantar, targeting citizens who have directly accessed administrative services as the primary population. Adopting the sampling guidelines proposed by (Hair, 2014), the sample size was determined by multiplying the total number of observed indicators by five (18 indicators x 5), resulting in a minimum

requirement of 90 respondents. These subjects were selected using a purposive sampling technique to ensure that the participants possessed firsthand experience with the bureaucracy, providing an authentic assessment of the service dimensions. The research instrument utilized a structured questionnaire comprising 18 items, specifically divided into 9 items for Public Service Quality (X) and 9 items for Community Satisfaction (Y), each measured on a Likert scale to capture the nuances of public perception.

Data analysis was performed using IBM SPSS software to ensure statistical precision and reliability. The analytical process normality test to ensure the data met the requirements for parametric analysis. The core hypothesis was evaluated through Simple Linear Regression analysis, supplemented by the Coefficient of Determination (R^2) to measure the extent to which service quality explains the variance in satisfaction. Finally, a t-test was employed to determine the significance of the impact, providing a robust empirical basis for the study's conclusions and practical recommendations.

4. RESULT AND DISCUSSION

4.1 Normality Test Results

The data analysis began with a normality test to ensure the validity of the parametric assumption, which can be seen in Table 1 below:

**Table 1. Normality Test
One-Sample Kolmogorov-Smirnov Test**

| | | Public Service Quality | Community Satisfaction | Total |
|----------------------------------|----------------|------------------------|------------------------|-------------|
| N | | 90 | 90 | 90 |
| Normal Parameters ^{a,b} | Mean | 33.68 | 33.02 | 66.70 |
| | Std. Deviation | 2.982 | 2.922 | 5.297 |
| Most Extreme Differences | Absolute | .113 | .108 | .100 |
| | Positive | .113 | .071 | .100 |
| | Negative | -.074 | -.108 | -.074 |
| Kolmogorov-Smirnov Z | | 1.068 | 1.025 | .945 |
| Asymp. Sig. (2-tailed) | | .204 | .244 | .333 |

a. Test distribution is Normal.

b. Calculated from data.

Using the One-Sample Kolmogorov-Smirnov Test, the results yielded an Asymp. Sig. (2-tailed) value of 0.204 for Public Service Quality and 0.244 for Community Satisfaction. Furthermore, the total distribution of the research model yielded a significance value = 0.333. Since these values exceed the threshold of 0.05, the data is confirmed to be normally distributed.

4.2. Hypothesis Testing and Regression Analysis

The influence of cafe atmosphere on customer loyalty was evaluated using simple linear regression, which can be seen in Table 2 below:

**Table 2. Hypothesis Testing and Regression Analysis
Coefficients^a**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------------|-----------------------------|------------|---------------------------|--------------|-------------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 12.915 | 2.800 | | 4.613 | .000 |
| Public Service Quality | .597 | .083 | .609 | 7.209 | .000 |

a. Dependent Variable: Community Satisfaction

The hypothesis testing through simple linear regression revealed a significant effect of Public Service Quality on Community Satisfaction. The regression equation derived from the coefficients table is $Y = 12.915 + 0.597X$. The t-statistic = 7.209 with a significance value = 0.000 (< 0.05), indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Table 3. Correlation and Determination Coefficients Results
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .609 ^a | .371 | .364 | 2.330 |

a. Predictors: (Constant), Public Service Quality

b. Dependent Variable: Community Satisfaction

Furthermore, the model summary indicates a correlation coefficient (R) = 0.609, representing a moderately high correlation. The Coefficient of Determination (R^2) = 0.371, implying that Public Service Quality accounts for 37.1% of the variance in Community Satisfaction in Pematangsiantar, while the remaining 62.9% is influenced by other variables outside this model.

4.3. Discussion

The results of this study indicate that public service quality has a positive and significant effect on civil satisfaction. This is evidenced by a regression coefficient (B) = 0.597 with a significance level = 0.000 (< 0.05), as well as a t-statistic = 7.209. Furthermore, the R Square value = 0.371 suggests that 37.1% of the variance in community satisfaction can be explained by public service quality, while the remaining 62.9% is influenced by other variables outside the model. These findings empirically confirm that the research hypothesis, which posits a significant relationship between public service quality and community satisfaction, is supported.

From a scientific perspective, these findings imply that improvements in public service quality directly influence citizens' perceptions of the value of services received. Within the framework of services marketing theory, service quality is a primary determinant of satisfaction due to the cognitive evaluation process between expectations and perceived performance (Halim et al., 2021). When service performance meets or exceeds public expectations, satisfaction emerges as both an affective and evaluative response (N. I. P. Simarmata et al., 2021). Therefore, the positive coefficient observed in this study reflects a causal relationship that is theoretically consistent. This phenomenon can also be explained through the expectancy-disconfirmation theory, which posits that citizens, as service users, hold certain standards regarding service delivery. When local government officials provide prompt, transparent, and accurate services, a positive confirmation of expectations occurs, thereby increasing satisfaction levels. Conversely, poor service quality leads to negative disconfirmation and reduced satisfaction (Ismiyati, 2023).

Moreover, the R Square value = 0.371 highlights that although public service quality is a significant determinant, it is not the sole factor influencing community satisfaction. This suggests that community satisfaction is inherently multidimensional, shaped by additional factors such as employee performance, transparency, service accessibility, and emotional and social considerations (Rohimat, 2025). Accordingly, enhancing community satisfaction requires a more comprehensive and integrative approach beyond service quality alone.

The findings of this study are consistent with prior empirical research. (Adi, 2024) found that public service quality significantly affects community satisfaction in the Secretariat of the Regional House of Representatives of Buleleng Regency. Similarly, (Aflahah et al., 2024) reported a positive relationship between perceived service quality and satisfaction in the healthcare sector. Other studies by (Khaidir et al., 2023; Nella & Swastiko, 2023) also confirm

that service quality is a key predictor of public satisfaction across various public service contexts. More recent research by (Erbito et al., 2026) further reinforces this conclusion by demonstrating that improvements in public service quality consistently lead to significant increases in community satisfaction.

However, a critical perspective should be considered. Some studies indicate that the impact of service quality may vary depending on institutional context and community characteristics. For instance, in routine administrative services, citizens tend to be more sensitive to aspects such as speed and procedural clarity rather than empathy (Duriat & Vaughan, 2020). This suggests that while the relationship between service quality and satisfaction is broadly universal, the dominant dimensions influencing satisfaction may differ across contexts.

Overall, the findings of this study not only reinforce existing theories and prior research but also provide empirical contributions within the context of public service delivery at the local (village/urban ward) level. Service quality is proven to be a key factor in shaping community satisfaction. However, it should be integrated with other relevant factors to achieve optimal and sustainable satisfaction levels. Therefore, the practical implication of this study is the necessity for systematic improvements in service quality, supported by clear standard operating procedures and enhanced competencies of public service personnel.

5. CONCLUSION

The empirical analysis conducted in this study leads to the conclusion that public service quality is a fundamental and statistically significant driver of community satisfaction in Pematangsiantar Local Government Offices. The research successfully validated the hypothesis, demonstrating a moderately high and positive correlation where every improvement in service quality directly translates into an elevation of public contentment. Specifically, the regression model reveals that service quality accounts for 37.1% of the variance in satisfaction, while the remaining proportion is influenced by broader socio-political factors outside the scope of this study. These findings confirm that in the context of local administration, the bureaucracy is no longer judged solely on its administrative output but on the quality of the human experience it provides to its citizens.

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