

THE INFLUENCE OF EMPLOYEE PERFORMANCE ON PUBLIC SATISFACTION AT THE DAWARBLANDONG SUB-DISTRICT OFFICE, MOJOKERTO REGENCY

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Article History

Received: 24 May 2025

Accepted: 7 June 2025

Published: 20 August 2025

Abstract

This study aims to analyze the influence of employee performance on public satisfaction at the Dawarblandong District Office, Mojokerto Regency. Employee performance is measured based on the AMO (Ability, Motivation, Opportunity) theory which assesses ability, motivation, and job opportunities as the main factors influencing individual performance in an organization. The method used is quantitative with a survey approach through the distribution of questionnaires to 83 respondents who are recipients of public services at the district office. The results of the analysis using the Partial Least Squares (PLS) model show that employee performance has a significant and positive effect on public satisfaction with a path coefficient of 0.626 and a p-value <0.05. This indicates that improving the quality of employee performance, both in terms of professionalism, service attitude, and work efficiency, contributes directly to the level of public satisfaction. This study provides theoretical implications for the development of public administration science as well as practical recommendations for improving service quality at the local government level.

Keywords: Employee Performance, Public Satisfaction, Public Service

A. INTRODUCTION

As a government organization that interacts directly with the community, the successful implementation of programs in Dawarblandong District is highly dependent on the performance of its employees (Uamang, 2024). Employee performance reflects the extent to which they are able to carry out their duties effectively and efficiently, provide excellent service, and respond to community needs quickly and appropriately (Waruwu et al., 2024). Professional and responsible employees will contribute significantly to public satisfaction with the services provided. In public services, the public expects fast, transparent, and quality services (Akhyar, 2023). When viewed from the perspective of the AMO (Ability, Motivation, Opportunity) theory proposed by (Robbins & Judge, 2017), theoretically, employees with technical competence, high motivation, and a supportive work environment will demonstrate optimal performance. However, when this theory is applied in the field, particularly at the Dawarblandong District Office, several gaps are still found between expectations and reality.

In terms of capability, although most employees have become Civil Servants (PNS), weaknesses in their mastery of information technology are still found, particularly in data input and the use of digital administration systems (Amir & Simbolon, 2025). These limitations cause slow service processes and have the potential to lead to administrative

errors, which ultimately can erode public trust. In terms of motivation, the public often complains of unfriendly attitudes from officers, which is an indicator of low employee motivation (Juliyana & Nuryanto, 2025). However, when interviewed with employees, they stated that they have strived to provide the best possible service. This discrepancy between public perception and employee self-assessment indicates a perception gap that needs further investigation, both through performance evaluations and improved internal and external communication. In terms of opportunities, one challenge faced is how to maximize opportunities for employee capacity building through training (Waimbo & Augustina, 2024).

Therefore, this study aims to evaluate how employee performance influences public satisfaction. This research is expected to provide a deeper understanding of the relationship between the quality of service provided by government officials and the level of public satisfaction as an indicator of public service success (Altonie et al., 2022). The results of this study can also provide input for local governments in managing human resources more effectively and developing strategies for sustainable service improvement (Basuki, 2023).

This research contributes to the development of public administration science, particularly in understanding the relationship between employee performance and public satisfaction. By referring to the AMO (Ability, Motivation, Opportunity) theory proposed by Robbins & Judge (2017), this research enriches the study of factors influencing government official performance and its impact on public services. The results of this study can also serve as a reference for future studies exploring similar topics within the local government sphere (Wiranata, 2025).

Practically, the results of this study can serve as evaluation material and a basis for formulating strategic policies for the Dawarblandong District Office to improve the quality of public services. The research findings underscore the importance of strengthening employee capabilities, increasing work motivation, and creating a supportive work environment to improve the quality of public services (Saed, 2023). Furthermore, this study also provides the public with an overview of the important role of government apparatus performance in creating fast, accurate, and responsive services (Syarif et al., 2022). Therefore, this research is expected to serve as a reference for improving service systems at the government level.

B. LITERATURE REVIEW

Theoretical Basis

Performance Definition

According to (Robbins & Judge, 2017) in their book *Organizational Behavior*, performance is defined as the level of task achievement associated with individual responsibilities in a job. Performance reflects the results of employee work in carrying out assigned tasks based on organizational standards and expectations. Performance is not only seen from the final result, but also from the efforts, behavior, and work processes of individuals within an organization. Factors of ability, motivation, and opportunity are the main determinants of a person's level of performance. According to (Robbins & Judge, 2017), individual performance is influenced by Ability, namely the individual's competence and skills in carrying out tasks, Motivation (internal and external drives that influence the level of individual effort), Opportunity (availability of resources, work environment, and organizational policies).

Furthermore, employee performance is influenced not only by internal factors such as ability and motivation, but also by external factors such as the work environment, organizational policies, and company culture (Sari & Sitepu, 2016). A conducive work environment, for example, can increase employee comfort at work, which ultimately impacts their productivity. Similarly, fair and transparent organizational policies can increase

employee satisfaction and loyalty to the company (Trismi et al., 2025). Therefore, organizations need to ensure that employees have sufficient skills, are motivated to perform well, and receive adequate resources and support to achieve optimal performance.

Public Service

Public service is a series of activities carried out by the government or other institutions to meet the needs of the community in various fields, such as administration, health, education, and transportation (Riani, 2021). In the New Public Management (NPM) Approach, Public Services are directed to be more efficient, accountable, and results-oriented, by adopting the principles of private sector management. This concept was first introduced by (Hood, 1991) in his article "A Public Management for All Seasons" and popularized by (Osborne & Gaebler, 1992) in their book "Reinventing Government". The main principles of NPM include efficiency and focus on results, market orientation and privatization, accountability and transparency, flexibility and decentralization, customer-oriented services, and the use of technology and innovation.

(Pollitt & Bouckaert, 2011) also added that the implementation of NPM can be seen from the application of e-government, benchmarking, and performance audits, although it still needs to be balanced with policies that guarantee access and social justice. The implementation of New Public Management (NPM) in public services is seen at the Dawarblandong District Office, Mojokerto Regency. In this district, NPM principles are applied through various concrete steps, such as simplifying administrative service procedures for example in processing cover letters for Resident Identity Cards, Family Cards, birth certificates, and other documents. The service process is made more efficient through a one-stop service system, which makes it easier for the public to obtain services without going through long and complicated bureaucracy. In addition, information technology is also starting to be utilized, such as the use of administrative applications and the dissemination of information through the district's official social media, which supports transparency and rapid accessibility of public information.

Community Satisfaction

Public satisfaction theory generally refers to the level of individual or group satisfaction with the public services, products, or government policies they receive. According to (Gronroos, 1984), public satisfaction in the context of public services and business is strongly influenced by two main dimensions: technical quality and functional quality. Technical quality refers to the end results received by service users, such as accuracy, speed, and reliability in the delivery of administrative output. In public services at the Dawarblandong District Office, Mojokerto Regency, in population administration services, technical quality is demonstrated through data accuracy and time efficiency in the document issuance process. Reliable and professional service delivery is an important benchmark in building public trust in government institutions at the sub-district level.

Meanwhile, functional quality relates to how the service is delivered, encompassing aspects of the interaction between officers and the public, the ease of procedures, and the comfort of the service facilities. (Gronroos, 1984) emphasized that even if the final service outcome meets technical standards, if the public's experience during the service process is poor, such as staff being unfriendly or service information being unclear, overall satisfaction can remain low. In its implementation, functional quality is reflected in the readiness of officers to provide services, clear communication, and the management of a clean, comfortable, and informative service environment. Good public service should not only focus on administrative output but also pay attention to the experiences of residents or the local community during the interaction process. By prioritizing the citizen experience during the

service process, sub-districts can build public trust and encourage community participation in government activities within their area.

C. RESEARCH METHODOLOGY

This study uses a quantitative research method that aims to objectively measure the relationship between employee performance variables and public satisfaction based on numerical data. According to (Ghanad, 2023), quantitative research must have clear research questions and a structured methodology so that the results obtained can accurately explain the observed phenomena. The main focus of this study is to determine the extent to which employee performance, which includes productivity, effectiveness in carrying out tasks, and the quality of services provided, can influence the level of public satisfaction as service recipients. Based on data obtained from the official profile website of the Dawarblandong District Office, Mojokerto Regency, it is known that the population of service recipients reached 500 people. To determine the sample size in this study, the Slovin formula was used as a reference for the calculation. Therefore, the formula used is:

$$\text{Slovin's Formula: } n = \frac{N}{1+N(e)^2}$$
$$n = \frac{500}{1+500(e)^2}$$

So the number of samples needed was 83 respondents who received services at the Dawarblandong District Office, Mojokerto Regency.

Place and Time of Research

This research was conducted at the Dawarblandong District Office, located at Jl. Mayjend Sungkono No. 61, Dawarblandong District, Mojokerto Regency. This location was chosen based on the strategic role of the Dawarblandong District Office as a government institution that interacts directly with the community in providing public services. Therefore, the performance of employees in this office is an important aspect that influences the level of public satisfaction with the services provided. The research process was carried out in a planned manner, starting from the preparation of instruments, licensing, and coordination, to data collection and analysis through the distribution of questionnaires to the community.

Data collection technique

Data collection in this study included observation, interviews, questionnaires, and documentation. Observations were conducted directly at the Dawarblandong District Office to observe employee activities and ongoing public service processes, thus obtaining a factual picture of service performance and interactions. Semi-structured interviews were conducted with employees and community members receiving services, with the aim of gathering in-depth information regarding community perceptions and obstacles in service delivery. In addition, questionnaires were distributed to the community as the primary instrument for collecting quantitative data on employee performance satisfaction levels, using closed-ended statements with a Likert scale. Documentation techniques were also used to collect secondary data such as the Dawarblandong District Profile, performance reports, satisfaction survey data, and other official administrative documents that supported the analysis of the research results.

D. RESULT AND DISCUSSION

Outer Model Test Results

Table 1. Loading Factor

Variable	Instruments	Outer Loading	Information
Performance	Performance 1	0.813	Valid

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	Performance 2	0.772	Valid
	Performance 3	0.818	Valid
	Performance 4	0.784	Valid
	Performance 5	0.708	Valid
	Performance 6	0.702	Valid
	Performance 7	0.736	Valid
	Performance 8	0.785	Valid
Community Satisfaction	Satisfaction 1	0.850	Valid
	Satisfaction 2	0.863	Valid
	Satisfaction 3	0.818	Valid
	Satisfaction 4	0.806	Valid
	Satisfaction 5	0.826	Valid

Sumber: SmartPLS 4.0, 2025

According to (Chin & Dibbern, 2010), the ideal Loading Factor value is ≥ 0.70 . The table above shows that all indicators in the model have a loading value of more than 0.70. This means that a high Loading Factor indicates that the indicator has good validity in measuring the intended construct.

Table 2. Average Variance Extracted (AVE)

Variable	Value AVE	Information
Satisfaction	0.694	Valid
Performance	0.587	Valid

Sumber: SmartPLS 4.0, 2025

(Chin & Dibbern, 2010) stated that a good AVE value is ≥ 0.50 . The results above show that the Average Variance Extracted (AVE) value for each construct exceeds 0.50, which indicates that the construct is valid and meets the convergent validity criteria.

Table 3. Cronbach's Alpha

Variabel	Cronbach's Alpha	Keterangan
Kepuasan	0.890	Reliabel
Kinerja	0.899	Reliabel

Sumber: SmartPLS 4.0, 2025

A value considered good is ≥ 0.70 , but for exploratory research, a value ≥ 0.60 is still acceptable (Chin & Dibbern, 2010). Based on the results obtained, all constructs showed Cronbach's Alpha values above 0.60. This indicates that each variable has an adequate level of reliability and is consistent in measuring the intended construct.

Table 4. Composite Reliability (CR)

Variable	Composite Reliability (CR)	Information
Satisfaction	0.919	Reliabel
Performance	0.919	Reliabel

Sumber: SmartPLS 4.0, 2025

A good CR value is ≥ 0.70 , but for exploratory research, a value of ≥ 0.60 is still acceptable (Chin & Dibbern, 2010). Based on the test results, all constructs had Composite Reliability values above 0.70. This indicates that respondents provided consistent answers and that each construct has a high level of reliability.

Inner Model Test Results

Table 5. R-Square

Variable	R-Square (R ²)
Satisfaction	0.391

Sumber: SmartPLS 4.0, 2025

(Hair et al., 2012) provides a reference in interpreting the R² value, where a value of 0.75 is categorized as strong, 0.50 as moderate, and 0.25 as low. The R-Square value of 0.391 is included in the weak category, 0.391 means that 39.1% of the variation in public satisfaction can be explained by performance. The remaining 60.9% (100%-39.1%) is influenced by other factors outside the model.

Table 6. Goodness Of Fit

	Saturated model	Estimated model
SRMR	0.075	0.075

Sumber: SmartPLS 4.0, 2025

According to (Hair et al., 2014), the general threshold for SRMR values indicating good model fit is ≤ 0.10 . Therefore, a value of 0.075 is still below this limit and is considered to reflect an adequately fit model.

Table 7. F-Square

	Satisfaction	Performance
Satisfaction		
Performance	0.643	

Sumber: SmartPLS 4.0, 2025

(Hair et al., 2014) stated that the interpretation of the f^2 value is as follows: 0.02 indicates a small influence, 0.15 a medium influence, and 0.35 a large influence. The f^2 value of 0.643 indicates that the Performance construct makes a very large contribution to the Satisfaction construct in the model. Because this value is far above the threshold of 0.35, the influence of Performance on Satisfaction can be categorized as a very strong or significant influence. In other words, changes in Performance have a large impact in explaining variations in Satisfaction in the model.

Table 8. Path Coefficients (Dirrect Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Performance -> Satisfaction	0.626	0.632	0.073	8.565	0.000

Sumber: SmartPLS 4.0, 2025

According to (Hair et al., 2012), if the p-value of the statistical test results is less than 0.05 ($p < 0.05$), then the relationship between the independent and dependent variables is considered significant. However, if the p-value is more than 0.05 ($p > 0.05$), then the relationship is considered insignificant because there is insufficient evidence to reject the null hypothesis. Based on the results of the bootstrapping test, a p-value of 0.000 indicates that the relationship between the Performance and Satisfaction variables is statistically significant. Referring to the guidelines (Hair et al., 2012), because the p-value is far below the threshold of 0.05, it can be concluded that Performance has a significant influence on Satisfaction. In other words, there is sufficient evidence to reject the null hypothesis (H_0 is rejected), so the hypothesis is accepted.

Discussion

Table 9. Hypothesis

	Hypothesis	Information
H	Employee performance has a significant and positive influence on public satisfaction in Dawarblandong District, Mojokerto Regency.	Accepted

Source: Processed by Researchers, 2025

The hypothesis states that employee performance has a positive and significant effect on public satisfaction in Dawarblandong District, Mojokerto Regency. This is evidenced by a path coefficient of 0.626 and a p-value of $0.000 < 0.05$, indicating that better employee performance leads to higher public satisfaction. Improved performance, such as providing clear information, being polite, responsive, and completing tasks well, makes the public feel valued and satisfied with the service. Professional, disciplined, and efficient performance also minimizes complaints and increases public trust. This is supported by Expectancy Disconfirmation Theory (Oliver, 1980), which states that satisfaction arises when performance exceeds expectations. Thus, employee performance is a key indicator in assessing the quality of public services, as it directly impacts public perception and satisfaction.

E. CONCLUSION

It can be concluded that employee performance has a significant influence on the level of public satisfaction at the Dawarblandong District Office. This is supported by data showing an increase in the Public Satisfaction Index (IKM) from year to year, although there are still a number of complaints from the public regarding administrative services. The results of the empirical study prove that employee performance has a positive and significant influence on public satisfaction in Dawarblandong District, Mojokerto Regency. The path coefficient value of 0.626 with a p-value = $0.000 < 0.05$ indicates that the better the employee performance, the higher the level of public satisfaction. This means that the hypothesis is accepted and statistically proven. However, although the influence is proven to be significant, the coefficient of determination (R^2) value is only 0.391, which means that employee performance is only able to explain 39.1% of the variation in public satisfaction, while the rest is influenced by other factors not included in this research model.

Performance demonstrated by employees such as friendly attitudes, the ability to explain procedures, speed of service, and professionalism in carrying out tasks directly contribute to shaping the public's positive experience with public services. The higher the quality of employee interactions and work effectiveness, the greater the likelihood that the public will feel valued, prioritized, and satisfied with the services provided. This research is evidence that to achieve efficient, responsive, and equitable services, employee performance evaluations need to be paired with comprehensive institutional capacity evaluations, so that public service transformation at the sub-district level does not stop at improving image, but truly touches the needs and expectations of the community in a concrete way.

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