

The Effect of Service Quality, Employee Performance, and Employee Competence on Community Satisfaction in East Pademangan Village, Indonesia

Author:

Ela Romadhona¹, Mahendro Sumardjo²

Affiliation:

Jl. Rs. Fatmawati, Pondok Labu, Jakarta Selatan, DKI Jakarta, 12450, Indonesia^{1,2}

e-Mail:

ela.romadhona@upnvj.ac.id¹, mahendro@upnvj.ac.id²

*Corresponding author

Ela Romadhona

Universitas Pembangunan Nasional Veteran Jakarta Email:

ela.romadhona@upnvj.ac.id

Received: Jun ,2022

Revised : Oct ,2022

Accepted: Oct ,2022

Available Online: Dec 17 ,2022

Abstract

The purpose of this study was to determine the effect of Service Quality, Employee Performance, and Employee Competence on Community Satisfaction in East Pademangan Village. A large or unpredictable number of service users were considered, hence the sample was determined with an accidental sampling technique. Furthermore, the data were analyzed using the path analysis method and processed with SmartPLS 3.3.3. The results showed that: Service Quality significantly impacts Community Satisfaction in East Pademangan Village; Employee Performance has a significant influence on Community Satisfaction; and employee Competence has no significant effect on Community Satisfaction. This is because the original sample value was -11.6% with a t-statistic of 0.946 and a p-value of 0.345, indicating that Employee Competence does not positively and significantly impact Community Satisfaction. It was observed that about 60% of the population was dominated by women, meaning those in this gender group have a higher accuracy level than male respondents. In other words, women have more detailed, concentrated, and tidier instincts required to complete their work. Based on this reputation, the female respondents believed that the work performed by employees was less optimal due to the mistakes. Finally, Service Quality, Employee Performance, and Employee Competence have a significant influence on Community Satisfaction.

Keywords: Community Satisfaction; Service Quality; Employee Performance; Employee Competence

Abstrak

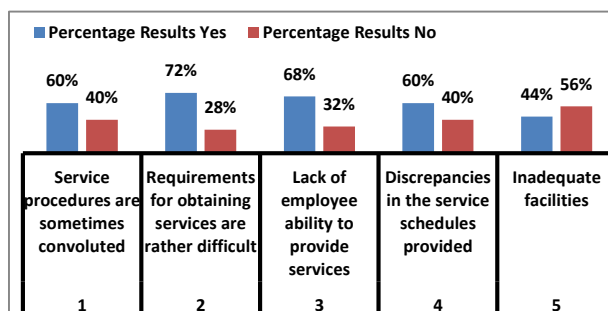
Penelitian ini bertujuan untuk mengetahui apakah terdapat pengaruh dari kualitas pelayanan, kinerja pegawai, dan kompetensi pegawai terhadap kepuasan masyarakat di Kelurahan Pademangan Timur. Populasinya yakni masyarakat yang menggunakan jasa pada Kelurahan Pademangan Timur, sampelnya ditentukan dengan menggunakan teknik *accidental sampling*. Teknik analisis yang digunakan dalam penelitian ini yaitu dengan metode path analisis dan pengolahan data menggunakan SmartPLS 3.3.3. Hasil dari pengujian diperoleh bahwa: kualitas pelayanan berpengaruh signifikan terhadap kepuasan masyarakat di Kelurahan Pademangan Timur; kinerja pegawai berpengaruh signifikan terhadap kepuasan masyarakat di Kelurahan Pademangan Timur; dan kompetensi pegawai tidak berpengaruh signifikan terhadap kepuasan masyarakat di Kelurahan Pademangan Timur dikarenakan nilai *original sample* adalah -11,6% dengan nilai t-statistik 0.946 dan p-values 0.345 yang artinya kompetensi pegawai tidak memiliki pengaruh positif dan signifikan terhadap Kepuasan Masyarakat di Kelurahan Pademangan Timur. Sebanyak 60% responden didominasi oleh perempuan yang artinya bahwa masyarakat dalam kelompok *gender* tersebut memiliki tingkat ketelitian lebih tinggi dibandingkan dengan responden laki-laki. Perempuan memiliki insting yang lebih detail, lebih berkonsentrasi, dan lebih rapih dalam menyelesaikan pekerjaannya. Sehingga dari reputasi tersebut apabila dikaitkan dengan penelitian ini adalah dominasi responden perempuan pada penelitian ini menilai bahwa pekerjaan yang dilakukan oleh pegawai Kelurahan Pademangan Timur menunjukkan hasil yang kurang maksimal dikarenakan terdapatnya kesalahan-kesalahan yang dilakukan oleh pegawai Kelurahan Pademangan Timur. (4) kualitas pelayanan, kinerja pegawai, dan kompetensi pegawai berpengaruh signifikan terhadap kepuasan masyarakat di Kelurahan Pademangan Timur.

Kata kunci: Kepuasan Masyarakat; Kualitas Pelayanan; Kinerja Pegawai; Kompetensi Pegawai

INTRODUCTION

Community Satisfaction is a feeling of disappointment or joy when an expected outcome is compared with a service worker's action (Aswad, 2018). One of the goals of this service is to satisfy the community and generate favorable public opinion for government agencies. The Community Satisfaction data is shown in the graph below:

Table 1. Graph of Community Satisfaction in East Pademangan Village



Source: processed data

Bina Produktivitas Tenaga Kerja (1998:24-25) explained the observed employee's quality when compared to the villages expectation as follows: Degree of excellence: The village employee's absolute service is not generally accepted as perfect; Quality level: The level of services in East Pademangan Village related to population administration, such as making ID Cards, Family Cards, Land and Building Taxes, Building Permits, marriage certificates, divorce, births, deaths, etc., is still below the expected quality level; Fitness for user satisfaction: The form of service provided is not in accordance with community expectations. The pre-survey results of Service Quality conducted in East Pademangan Village are shown in Table 2.

Table 2. Observation Results in East Pademangan Village Regarding Service Quality

Environmental comfort	Service facilities provided	Services in accordance with SOP	Expected services	Friendly employees
Comfortable 64%	Adequate facilities 72%	Services in accordance with SOP 40%	Expected services 76%	Friendly employees 48%
Uncomfortable 36%	Inadequate facilities 28%	Services not in accordance with SOP 60%	Unexpected services 24%	Unfriendly employees 52%

Source: Processed Data, 2022

Mahmudi (2015:14) interpreted the purpose of performance measurement and compared its outcome with the village's expectations as follows: To determine the achievement degree of organizational goals: It was observed that the achievement level of organizational goals performed by the employees does not match the expectation; To improve performance in the next period: In line with this goal, the improvement of the employee's performance in the next period has not been fully implemented optimally in providing services to the community; To motivate employees: It was also discovered that the employees are not fully motivated to offer the services; To create public accountability: Public accountability in the East Pademangan Village has not met the community's expectations. The pre-survey results of Employee Performance conducted are shown in Table 3.

Table 3. Observation Results in East Pademangan Village Regarding Employee Performance

Employees with maximum performance results	Employees working in accordance with government policy	Fast and responsive employees	Disciplined and dedicated employees	Employees working with responsibility
--	--	-------------------------------	-------------------------------------	---------------------------------------

Maximum Employee Performance	In accordance with government policy	Fast and responsive employees	Disciplined and dedicated employees	Employees serve with responsibility
64%	44%	40%	48%	72%
Minimum Employee Performance	Not in accordance with government policy	Slow and unresponsive employees	Undisciplined and undedicated employees	Employees do not serve with responsibility
36%	56%	60%	52%	28%

Source: Processed Data, 2022

According to Wibowo (2007:121), competencies can be sorted and classified based on their level. Meanwhile, from those implemented in the East Pademangan Village Office, the following was found: Core competencies: The core competencies possessed by employees does not meet the public's expectation; Managerial competencies: The existing managerial competencies in relation to public services are not in line with the community's expectations; Functional competencies: The functional competencies in this location do not match those provided by the employees. Table 4 shows the pre-survey results of Service Quality conducted in East Pademangan Village.

Table 4. Observation Results in East Pademangan Village Regarding Employee Competence

Employees understand service procedures	Employees respond to community complaints	Employees work honestly	Employees can deal with pressure	Employees are passionate about serving
Understand the procedures 68%	Responsive in receiving complaints 40%	Honest employees 80%	Can deal with pressure 45%	Passionate employees 36%
Do not understand the procedures 32%	Negligence in receiving complaints 60%	Dishonest employees 20%	Cannot deal with pressure 55%	Unpassionate employees 64%

Source: Processed Data, 2022

Several studies were conducted to determine the effect of Service Quality, Employee Performance, and Employee Competence on Community Satisfaction.

For example, Riyadi et al. (2015) found that some elements of Service Quality, such as reliability, responsiveness, certainty, empathy, and tangibility can significantly, partially, or simultaneously impact Community Satisfaction. According to Qoirunnysha, Lutfia Darasha, and Nur Achmad, S.E. (2021), Employee Performance directly has a positive influence on Community Satisfaction. Moreover, Sari (2017) concluded that Employee Competence has a positive and significant effect on library visitor satisfaction.

From these data, it can be seen that several phenomena, namely the community's knowledge regarding the completeness of administrative requirements, the lack of employees' ability to provide socialization for the public, and the community's expectations for the quality of public services are not fully meant. This is because there are still several complaints to service providers regarding convoluted service procedures and processing delays. Therefore, the community as service recipient feels disadvantaged in terms of time and material, as well as the employees' unresponsiveness to given complaints. Based on the above phenomena, the following problem questions were formulated: Is there an effect of Service Quality on Community Satisfaction in East Pademangan Village?; Is there an effect of Employee Performance on Community Satisfaction?; Is there an effect of Employee Competence on Community Satisfaction?; Is there a simultaneous effect of Service Quality, Employee Performance, and Employee Competence on Community Satisfaction?

To achieve organizational goals, human talent needs to be managed, which is the role of the HRM (Bohlander & Snell,

2013). Mathis & Jackson (2010) stated that HRM is the design of a management pattern in order to effectively and efficiently achieve organizational goals. The roles of the HRM are categorized into three, which include: Administrative: This activity focuses on duties related to administration and archives; Functional and employee protection: This is part of employee championing; Strategy: This determines programs related to human resources and their contribution to the company.

In a study conducted by Rahman et al. (2019), "Satisfaction was defined as customer's evaluation of a product or service whether it fulfills their needs and expectations". Kotler and Keller (2017) concluded that community satisfaction is the feeling of pleasure or disappointment experienced by people based on their expectations. Additionally, Pasolong (2011) stated that Community Satisfaction is a person's feelings when performance results are compared with expectations.

Kotler and Keller (2018, p. 35) defined service as an intangible act or duty transferred from one party to another without ownership displayed before, during, and after the transaction. In general, a high level of service tends to incur repeated and more frequent purchases. This is the reason Tjiptono & Chandra (2016, p. 115) explained that Service Quality is a dynamic related to products, environmental processes, and human resources to fulfill or exceed expectations. The factors needed to be considered when improving Service Quality includes: Identifying the main determinants: The first step that needs to be taken is conducting a study in order to identify the important determinants of Service Quality for the target market and estimate the values obtained; Managing

customer expectations: When more promises are made, customers' expectations tend to increase, and this can reduce the chances of fulfilling customers' expectations of the company. Therefore, a statement that does not promise what cannot be given, but delivers more than promised can serve as a guideline; Managing evidence: Management of service quality evidence aims to strengthen customer perceptions during and after service delivery. This tends to make the customers pay attention to tangible facts; Developing a quality culture: Quality culture is part of an organizational system for creating a conducive environment for the establishment and continuous improvement of quality. This phenomenon consists of philosophies, beliefs, attitudes, norms, values, traditions, procedures, and expectations.

Armstrong & Baron (2016:2) defined performance as the outcome of work whose goals are related to organizational strategy, consumer/Community Satisfaction, and contribution to the economy. Furthermore, Mangkunegara (2013:67) stated that performance is the quality and quantity of work executed by employees when carrying out their duties based on their responsibilities. According to Mangkunegara (2013), measuring Employee Performance can involve several perspectives, such as: Quality of work (This is determined by the optimal levels of employees at work); Workload (The workload is a measure of the hours employees work per day. The size of the tasks can be determined by the pace of the employee's work); Execution of duties (Execution of duties refers to the work that can be performed by employees accurately); Responsibility (Work responsibility is the employee's

acknowledgment to execute the duties given by the company/agency).

In another study conducted by Mangkunegara (2005, p. 13), "competence was regarded as a fundamental element of someone having more abilities, which distinguishes the person from others with average or ordinary potential".

Furthermore, Wibowo (2007, p.110) stated that competence is the ability to perform duties in line with skills and knowledge. It is supported by work attitudes, which characterize a specialization in the most important and prominent area. Wibowo (2010:339) identified the factors affecting ability as follows: Beliefs and Values (The beliefs in self and others have a large impact on behavior. When people feel they are not creative and innovative, they tend not to think of new or different ways of doing things); Expertise (The expertise in serving with various skills, such as public speaking can be learned, practiced, and improved); Experience (Skill competency requires experiences, such as organizing people, interacting with groups, and solving problems); Personality Characteristics (Personality contains many elements, some of them can be altered and some are difficult to be changed. However, a person's personality can transform over time by reacting and interacting with their environment); Motivation (This can be defined as the ability to change. It was observed that the support and appreciation of employees' achievements can positively affect their motivation).

METHOD

In this study, quantitative data were utilized and the population involves the people using the services of the East Pademangan Village Office in a large or immeasurable number. The samples were

collected using accidental or non-probability sampling techniques by distributing questionnaires to all community members who came to the village office. The Lemeshow formula used is as follows:

$$n = \frac{z^2 \cdot p(1 - p)}{d^2}$$

Description:

n = Number of samples

z = Z score at 96% confidence = 1.96

p = Maximum estimate

d = Error rate

Subsequently, a maximum estimate of 96% and a tolerance level of 0.5 (5%) were used when calculating the number of samples.

$$n = \frac{1,96^2 \cdot 0,5(1 - 0,5)}{0,1^2} = 96,04 = 100$$

The obtained result was 96.04 and was rounded up to 100 respondents. In analyzing the data, SmartPLS 3.0 was employed.

The data on Community Satisfaction, Service Quality, Employee Performance, and Employee Competence were exploited with the Three Box Method in the statistical analysis in order to descriptively explain the respondents regarding the variables.

$$\frac{((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5))}{5}$$

Description:

F1: the frequency of respondents answering 1

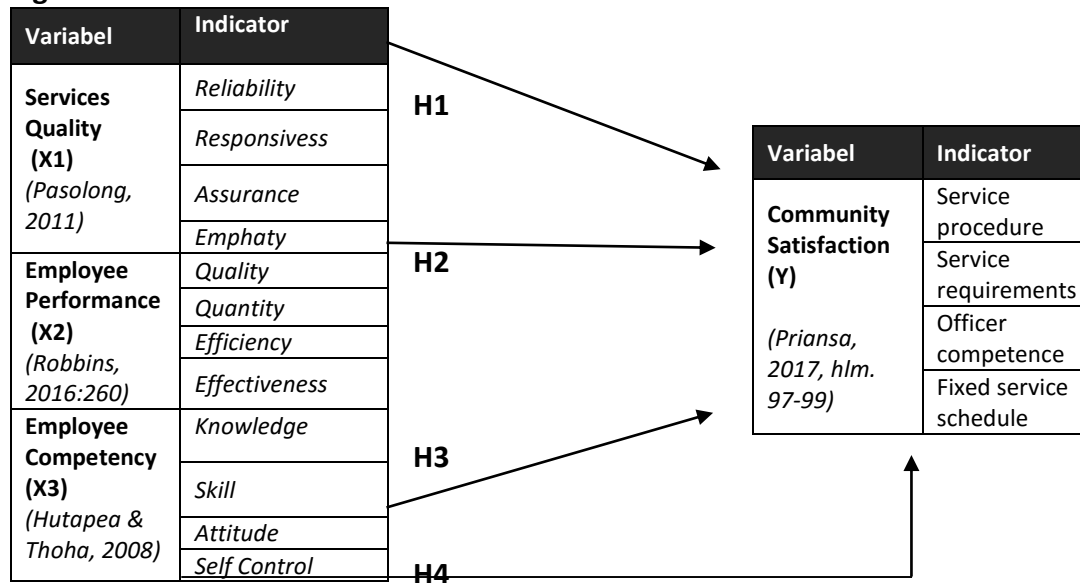
F2: the frequency of respondents answering 2

F3: the frequency of respondents answering 3

F4: the frequency of respondents answering 4

F5: the frequency of respondents answering 5

The instrument is tested against validity by calculating the Convergent, Discriminant, Composite reliability, Average Variance Extracted (AVE), Cronbach alpha, and reliability. Furthermore, the structural or inner model test as well as the measurement or outer model test were conducted. Finally, a hypothesis test was conducted to determine the effect of Service Quality (X1), Employee Performance (X2), and Employee Competence (X3) on Community Satisfaction (Y). This study requires a path analysis method as a development of multiple regression analysis. Each variable's effect can be seen in the t-test, F-test, and determination coefficient (R²) test results.

Figure 1. Research Model

Sources: Processed Data, 2022

Based on Figure 1, the following hypotheses were proposed:

H1: Service Quality partially has a positive and significant effect on Community Satisfaction.

H2: Employee Performance partially has a positive and significant effect on Community Satisfaction.

H3: Employee Competence partially has a positive and significant effect on Community Satisfaction.

H4: Service Quality, Employee Performance, and Employee Competence simultaneously have a positive and significant effect on Community Satisfaction.

RESULT AND DISCUSSION

Description of Results

The scope considered in this study is the community of service users in the East Pademangan Village. Data were collected by distributing questionnaires via Google Forms to 100 respondents. The respondents' characteristics based on gender and age were described as follows: The male gender is about 40 people or 40%, while the female is 60 or 60%; Those who are < 21 years were 14 people or 14%; The people whose ages ranged from 20 to 40 years were 72 people or 72%; Meanwhile, those with the age range > 40 years were 14 people or 14%.

The descriptive analysis technique in line with the average score (index) is categorized into score ranges based on the calculation of the Three Box Method. The analytical results of the respondents' responses to Community Satisfaction include:

a. Analysis of Respondents' Answer Index with Community Satisfaction (Y)

Table 5. Respondents' Answers to Community Satisfaction

	Community Satisfaction (Y)					
	STS	TS	RG	S	SS	Index%
Service procedures are in accordance with the SOP	2	5	15	38	40	81.8%
Service procedures are executed	0	8	13	43	36	81.4%
Service requirements are socialized	3	4	14	48	31	80%
Service requirements are easy to be followed	4	6	13	26	51	82.8%
The ability of employees is adequate	2	5	17	43	33	80%
Employees have competence	5	5	20	34	36	78.2%
Employees arrange service schedules	3	3	20	35	42	83.8%
Services on time	3	12	17	29	39	77.8%
Average Total Index						80.7%

Source: Data Processed by SmartPLS 3.0

From the above data, the highest index based on the Three Box Method was 83.8% with a statement relating to **"Employees arrange service schedules for the community"**. Furthermore, the lowest index was 77.8% with the statement **"Services provided by employees on time"**. The surveyed service users in Pademangan Timur village tend to be satisfied with the service plan provided by staff, with the average index for this variable being 80.7% in the high category.

b. Analysis of Respondents' Answer Index with Service Quality (X1)

Table 6. Respondents' Answers to Service Quality

	Service Quality (X1)					
	STS	TS	RG	S	SS	Index%
Employees are responsive to providing services	1	1	15	36	47	85.4%
Employees are reliable in their duties	2	7	22	38	31	77.8%
Employees are responsive in providing Covid-19 services	3	6	10	41	40	81.8%
Employees react quickly to community complaints	2	8	11	42	37	80.8%
Employees do not delay service time	3	3	16	42	36	81%
Employees are selfless in providing services	3	10	20	34	33	76.8%
Employees empathize with disasters	5	3	14	36	42	81.4%
Employees do not look at social status in serving	2	0	25	40	33	80.4%
Average Total Index						80.6%

Source: Processed Data, 2022

In Table 6., the highest index was 85.4% with the statement **"Employees are responsive in providing services to the community"**. Meanwhile, the lowest was 76.8% with the associated statement **"Employees are selfless in providing services"**. This implies the respondents using the services were satisfied with the employee's responsive attitude in providing services with an average index of 80.6%, which is classified as high.

c. Analysis of Respondents' Answer Index with Employee Performance (X2)

Table 7. Respondents' Answers to Employee Performance

	Employee Performance (X2)					
	STS	TS	RG	S	SS	Index%
Employees are careful in	2	5	16	42	35	80.6%

providing services							
The quality of the service program is in accordance with the expectations of the community	2	3	28	38	29	77.8%	
Employees work according to targets	5	6	12	35	42	80.6%	
The number of employees is sufficient	4	6	14	37	39	80.2%	
The environmental development program is efficient	3	6	18	33	40	80.2%	
The application facilitates the community	3	7	20	30	40	79.4%	
The use of the application is more effective	4	4	18	33	41	80.6%	
WFH is effective during a pandemic	4	5	13	30	48	82.6%	
Average Total Index						80.2%	

Source: Processed Data, 2022

According to the table above, the highest index was 82.6% with the statement **"Work from Home is effective during a pandemic"**. Also, the lowest was the statement **"The quality of the service program is in accordance with the expectations of the community"**, which has a score of 77.8%. This indicates the respondents tend to be satisfied with the employee work system that was effectively performed by WFH during the pandemic with an average index of 80.2% being in the high category.

d. Analysis of Respondents' Answer Index with Employee Competence (X3)

Table 8. Respondents' Answers to Employee Competence

Employee Competence (X3)					
STS	TS	RG	S	SS	Index%

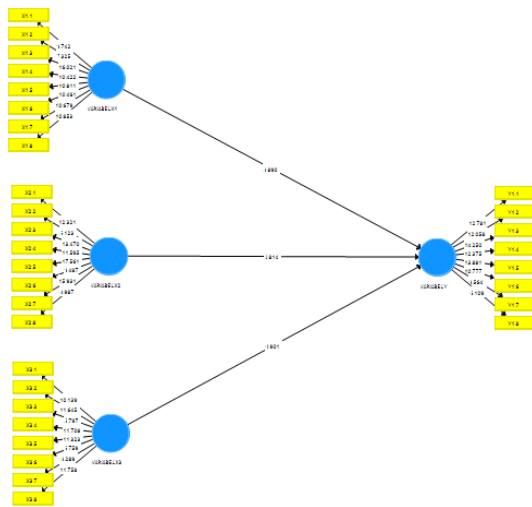
Knowledge is needed in work	2	3	12	40	43	83.8%
Knowledge supports work	5	4	14	40	37	80%
Employee skills support their duties	1	8	22	37	30	76.2%
Employees can complete their duties	5	5	12	33	45	81.6%
Employees are polite in serving	3	5	17	31	44	81.6%
Employees are responsive in providing services	4	6	20	35	35	78.2%
Employees can control themselves	3	1	20	36	40	81.8%
Employees are patient in serving	7	5	11	41	39	81.8%
Average Total Index						80.6%

Source: Processed Data, 2022

From Table 8, the statement **"Knowledge is needed in work"** has the highest index of 83.8%. Meanwhile, the lowest index was 76.2% with a statement related to **"Skills possessed by employees support their duties"**. This infers the surveyed service users were rather contented with the knowledge employees possessed when performing their work. The average index on this variable was 80.6%, hence it was rated high.

Measurement (Outer) Model

The results of the loading factor value through a path diagram, which also explains the outcome of the validity test using SmartPLS 3.0 were analyzed as follows:

Figure 2. Loading Factor

Source: SmartPLS 3.0 output results

The construct indicators were considered valid when the correlation value is above 0.50. Subsequently, the first stage of the study is conducted as follows:

a. Convergent Validity Test

Table 9. Outer Loading Factor Results

	Communitiy Satisfaction (Y)	Service Quality (X1)	Employee Performance (X2)	Employee Competence (X3)
Service procedures are in accordance with the SOP	0.751			
Service procedures are executed	0.761			
Service requirements are socialized	0.791			
Service requirements are easy to be followed	0.722			
The ability of employees is adequate	0.740			
Employees have competence	0.749			
Employees arrange service schedules	0.724			
Services on time	0.581			
Employees are responsive in providing services		0.746		
Employees are reliable in their duties		0.644		
Employees are responsive in		0.760		

providing Covid-19 services

Employees react quickly to community complaints 0.745

Employees do not delay service time 0.765

Employees are selfless in service 0.697

Employees empathize with disasters 0.738

Employees do not look at social status in serving 0.684

Employees are careful in providing services 0.745

The quality of the service program is in accordance with the expectations of the community 0.547

Employees work according to targets 0.771

The number of employees is sufficient 0.750

The environmental development program is efficient 0.767

The application facilitates the community 0.757

The use of the application is more effective 0.788

WFH is effective during the pandemic 0.696

Knowledge is needed in work 0.741

Knowledge supports work 0.753

Employee skills support their duties 0.579

Employees can complete their duties 0.769

Employees are polite in serving 0.721

Employees are responsive in providing services 0.624

Employees can control themselves 0.714

Employees are patient in serving 0.727

Source: SmartPLS 3.0 output results

It was observed from Table 9 that the overall loading factor value exceeded 0.50 for each statement indicator. This shows that the indicators passed the convergent validity test and are declared valid.

b. Discriminant Validity Test

Table 10. Cross Loadings Result

	Communitiy Satisfaction (Y)	Service Quality (X1)	Employee Performance (X2)	Employee Competence (X3)
Service procedures are in	0.542	0.609	0.576	0.751

accordance with the SOP				
Service procedures are executed	0.503	0.503	0.358	0.761
Service requirements are socialized	0.501	0.529	0.388	0.791
Service requirements are easy to be followed	0.646	0.602	0.590	0.722
The ability of employees is adequate	0.604	0.601	0.520	0.740
Employees have competence	0.595	0.549	0.377	0.749
Employees arrange service schedules	0.539	0.564	0.284	0.724
Services on time	0.501	0.362	0.283	0.581
Employees are responsive in providing services	0.746	0.441	0.553	0.568
Employees are reliable in their duties	0.644	0.341	0.427	0.473
Employees are responsive in providing Covid-19 services	0.760	0.564	0.495	0.648
Employees react quickly to community complaints	0.745	0.531	0.611	0.516
Employees do not delay service time	0.765	0.576	0.549	0.513
Employees are selfless in providing services	0.697	0.537	0.568	0.544
Employees empathize with disasters	0.738	0.624	0.627	0.540
Employees do not look at social status in serving	0.648	0.622	0.562	0.587
Employees are careful in providing services	0.593	0.745	0.593	0.603
The quality of the service program is in accordance with the expectations	0.562	0.547	0.476	0.513

of the community				
Employees work according to targets	0.534	0.771	0.503	0.535
The number of employees is sufficient	0.519	0.750	0.542	0.544
The environmental development program is efficient	0.530	0.767	0.401	0.531
The application facilitates the community	0.545	0.757	0.435	0.571
The use of the application is more effective	0.496	0.788	0.544	0.563
WFH is effective during the pandemic	0.516	0.696	0.514	0.494
Knowledge is needed in work	0.542	0.471	0.741	0.444
Knowledge supports work	0.587	0.495	0.753	0.436
Employee skills support their duties	0.394	0.320	0.579	0.342
Employees can complete their duties	0.523	0.533	0.769	0.391
Employees are polite in serving	0.631	0.544	0.721	0.474
Employees are responsive in providing services	0.500	0.391	0.624	0.318
Employees can control themselves	0.519	0.518	0.714	0.413
Employees are patient in serving	0.559	0.569	0.727	0.462

Source: SmartPLS 3.0 output results

Table 10 showed that the indicators considered met the requirements of good discriminant validity when compiling their respective variables. This is because each indicator of the variables has the highest cross-loading value compared to those that have been applied previously. Furthermore, the square root of the

average variance extracted (AVE) method was used to determine the discriminant validity value. The AVE value is expected to be higher than 0.50 for it to be declared valid and accepted (Riyanto & Aglis Andhita Hatmawan, 2020). The obtained AVE is shown as follows:

Table 11. Average Variance Extracted (AVE) Results

No.	Variable	Average Variance Extracted (AVE)
1.	Community Satisfaction (Y)	0.533
2.	Service Quality (X1)	0.524
3.	Employee Performance (X2)	0.535
4.	Employee Competence (X3)	0.501

Source: Results processed by SmartPLS 3.0

Based on the table 11, the AVE value obtained from the statement calculation for each indicator is > 0.50 . Therefore, it can be concluded that the variables of Community Satisfaction, Service Quality, Employee Performance, and Employee Competence were valid. In other words, it can be considered that the data fulfilled the requirements.

c. Reliability Test

Table 12. Composite Reliability Value Results

	Composite Reliability
Community Satisfaction	0.901
Service Quality	0.898
Employee Performance	0.901
Employee Competence	0.888

Source: SmartPLS 3.0 output results

In Table 4.10, the numbers generated from Composite Reliability for each variable of Community Satisfaction, Service Quality, Employee Performance, and Employee Competence were all greater than 0.60. This denotes the components of these variables are reliable. Additionally, the reliability can also be known from Cronbach's Alpha

obtained from the calculation of each indicator.

Table 12. Cronbach's Alpha Results

	Cronbach's Alpha
Community Satisfaction	0.873
Service Quality	0.870
Employee Performance	0.873
Employee Competence	0.855

Source: SmartPLS 3.0 output results

According to Table 12, all components of the variables have a Cronbach's Alpha greater than 0.60, implying that they are reliable. After obtaining the results, it was admitted that all variable components passed the validity and reliability tests in line with the established criteria.

Structural (Inner) Model

a. Determination Coefficient Test (R-Square)

Tabel 13. Hasil R square dan R square Adjusted

	R square	R square Adjusted
Community Satisfaction	0.664	0.654

Source: SmartPLS 3.0 output results

From the table above, the R square for Community Satisfaction was 0.664 or 66.4%. Meanwhile, an adjusted R square of 65.4% was employed in this study to observe the effect of Service Quality, Employee Performance, and Employee Competence on Community Satisfaction.

b. t-test

Table 14. Path Analysis Coefficient Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Service Quality → Community Satisfaction	0.529	0.518	0.121	4.367	0.000
Employee Performance → Community Satisfaction	0.438	0.430	0.082	5.355	0.000
Employee Competence → Community Satisfaction	-0.116	-	0.123	0.946	0.345

Competence	0.088
Community	
Satisfaction	

Source: SmartPLS 3.0 output results

1. The first hypothesis showed that Service Quality has a significant effect on Community Satisfaction because the t-statistics obtained is > 2.277 t-table with a p-value of $0.000 < 0.05$. This implies that the first hypothesis is accepted.
2. The second hypothesis revealed that Employee Performance has a significant effect on Community Satisfaction because the t-statistics obtained is > 2.277 t-table with a p-value of $0.000 < 0.05$. Therefore, the second hypothesis is accepted.
3. The third hypothesis presented that Employee Competence has no significant effect on Community Satisfaction. This is because the t-statistics was < 2.277 t-table with a p-value of $0.345 > 0.05$, hence the third hypothesis is rejected.

c. F-test (simultaneous test)

When the Adjusted R square test was conducted, the result obtained was 0.654. A total of 100 respondents were considered at a significance level of (α) 5% (0.05). Based on the Adjusted R square results, the F_{count} was obtained through the following formula:

$$F = \frac{R^2 / k}{(1 - R^2) / (n - k - 1)}$$

$$F = \frac{0.654 / 3}{(1 - 0.654) / (100 - 3 - 1)}$$

$$F = \frac{0.654 / 3}{(0.346) / (96)}$$

$$F = \frac{0.218}{0.0036041}$$

$$F = 60.48666$$

F_{table} is also realized from table F with a significance of 5% (0.05) based on the formula below:

$$F_{table} = F_{\alpha} (df \text{ regresi}, df \text{ residual})$$

$$= F_{\alpha} (k, n - k - 1)$$

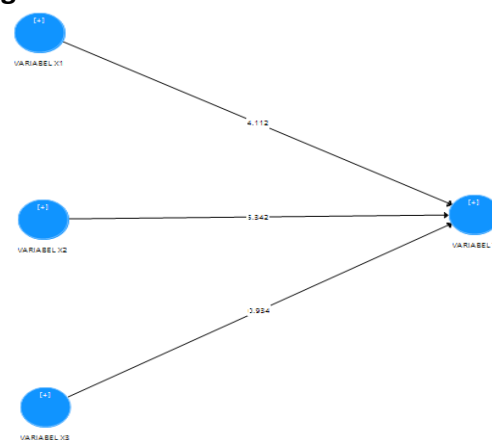
$$= F_{0,05} (3, 100 - 3 - 1)$$

$$= F_{0,05} (3, 96)$$

$$= 2.699$$

According to the calculation results above, the F_{count} is $60.48666 > F_{table}$ of 2.699. It means Service Quality (X1), Employee Performance (X2), and Employee Competence (X3) simultaneously impacted Community Satisfaction (Y).

Figure 3. Inner Model



Source: SmartPLS 3.0 output result 3.0

Research Discussion

The Effect of Service Quality on Community Satisfaction

Based on a survey of 100 community respondents who used services in East Pademangan Village, the t-test revealed that Service Quality (X1) has an effect on Community Satisfaction (Y) with an original sample value of 0.529 or 52.9%. Furthermore, a t-statistics of 4.367 was obtained, which indicates the value is greater than the t-table of 2.277 with a p-value of $0.000 < 0.05$. It was concluded that Service Quality positively and significantly influenced Community Satisfaction, hence H1 is accepted.

The Effect of Employee Performance on Community Satisfaction

The t-test described that Employee Performance (X2) affects Community Satisfaction (Y) with an original sample value of 0.438 or 43.8%. Also, a t-statistics of 5.335 was obtained, meaning that the value is greater than the t-table of 2.277 at a p-value of $0.000 < 0.05$. It was concluded that Employee Performance positively and significantly impacts Community Satisfaction in East Pademangan Village and H2 is accepted.

The Effect of Employee Competence on Community Satisfaction

The t-test results revealed that Employee Competence (X2) has no effect on Community Satisfaction (Y) with an original sample value of -0.116 or -11.6%. Furthermore, a t-statistics of 0.946 was realized, implying that the value is smaller than the t-table of 2.277 with a p-value of $0.345 > 0.05$. This infers that Employee Competence has no positive and significant effect on Community Satisfaction and H3 is rejected.

The Effect of Service Quality, Employee Performance, and Employee Competence on Community Satisfaction

The calculation result of the adjusted R square was 0.654 (65.4%), and then the F-test was conducted with a manual calculation formula having a significance level of 5% (0.05). The results showed that F_{count} yielded 60.48666, while F_{table} of 2.70 was obtained from the formula $F_{\alpha}(k, n - k - 1) = F_{0,05}(3, 100 - 3 - 1) = F_{0,05}(3, 96) = 2.699$. From the outputs of the F-test performed manually, the $F_{\text{count}} > F_{\text{table}}$. In other words, Service Quality (X1), Employee Performance (X2), and Employee Competence (X3) have a simultaneous effect on Community

Satisfaction (Y).

CONCLUSION

Several conclusions were drawn from this study conducted, namely 1) Service Quality has a positive and significant impact on Community Satisfaction of those using the service in East Pademangan Village. 2) Employee Performance positively and significantly affected Community Satisfaction. 3) Employee Competence has no positive or significant effect on Community Satisfaction. 4) Service Quality, Employee Performance, and Employee Competence simultaneously influenced Community Satisfaction.

From these conclusions, some suggestions were made, which include: Theoretically, it is advisable to consider more samples in order to increase the accuracy of the data. Furthermore, it is necessary to conduct a progressive survey in order to examine the behavioral changes of respondents over time. There is a need to employ additional variables that can greatly affect Community Satisfaction, such as employee morale, work discipline, employee motivation, etc; Practically, companies/agencies are supposed to pay attention to Community Satisfaction when offering services, such as improving Service Quality according to community needs, maintaining excellent Employee Performance and competence, motivating employees to be passionate about serving the community, and building good relationships between employees and supervisors in order to create a comfortable work environment and improve the Service Quality; Companies/agencies are also expected to provide training and education for their employees in order to develop human resources, particularly their intellect and

competence. Consequently, employees can improve their performance optimally

because of training and education programs

REFERENCES

1. Armstrong, M., & Baron, A. (2016). *Manajemen Kinerja* (Ed. Ketuju). Erlangga.
2. Bina Produktivitas Tenaga Kerja. (1998). *Manajemen Mutu Terpadu*. Departemen Tenaga Kerja.
3. Bohlander & Snell. (2013). *Managing Human Resources*. Ohio: South-Western College Pub.
4. Hutapea, P., & Thoha, N. (2008). *Kompetensi Plus : Teori, Desain, Kasus dan Penerapan untuk HR dan Organisasi yang Dinamis*. Gramedia Pustaka Utama.
5. Kotler, P., & Keller, K. L. (2016). *Marketing Managemen* (15th ed.). Pearson Education, Inc.
6. Kotler, P., & Keller, K. L. (2018). *Manajemen Pemasaran* (12th ed.). PT. Indeks.
7. Mahmudi. (2015). *Manajemen Kinerja Sektor Publik* (Edisi Kedu). UPP STIM YKPN.
8. Mangkunegara, A. . A. P. D. (2005). *Evaluasi Kinerja SDM*. Penerbit Refika Aditama.
9. Mangkunegara, A. . A. P. D. (2013). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
10. Mathis & Jackson. (2010). *Human Resource Management*. Cengage Publishing.
11. Pasolong, H. (2011). *Teori Administrasi Publik*. CV. Alfabeta.
12. Priansa, D. J. (2017). *Perilaku Konsumen dalam Bisnis Kontemporer*. Alfabeta.
13. Qoirunnysha, Lutfia Darasha dan Nur Achmad, S.E., M. S. (2021). Analisis Pengaruh Kompensasi, Kepemimpinan, Dan Disiplin Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Guru dan Karyawan Di SMP Negeri 1 Sragen). *Skripsi Thesis*. <http://eprints.ums.ac.id/92487/>
14. Rahman, Suwandi, & & Warpindyastuti. (2019). *Pengaruh kualitas pelayanan dan kinerja pegawai terhadap kepuasan masyarakat (studi kasus kantor camat sei beduk)*. <http://repository.upbatam.ac.id/449/>
15. Riyadi, S., Hermawan, A., & Sumarwan, U. (2015). Kepuasan Masyarakat terhadap Kualitas Pelayanan Kantor Pertanahan Kabupaten Indramayu. *Jurnal Ilmu Keluarga Dan Konsumen*, 8(1), 49–58. <https://doi.org/10.24156/jikk.2015.8.1.49>
16. Riyanto, S., & Aglis Andhita Hatmawan. (2020). *Metode Riset Penelitian Kuantitatif Penelitian Di Bidang Manajemen, Teknik, Pendidikan Dan Eksperimen*. Yogyakarta: DeepPublisher.
17. Robbins, S. P. (2016). *Manajemen Penilaian Kinerja Karyawan*. Penerbit Gaya Media.
18. Sari, F. K. dan W. (2017). Pengaruh Kompetensi Pegawai, Lingkungan Kerja, Pemanfaatan Teknologi Informasi Terhadap Kepuasan Melalui Kualitas Pelayanan. *Economic Education Analysis Journal*.
19. Tjiptono & Chandra. (2016). *Pemasaran Jasa (Prinsip,*

<https://doi.org/10.33701/jtp.v14i2.2497>

- Penerapan, dan Penelitian*). Andi.
20. Wibowo. (2007). *Manajemen Kinerja* (Kedua). PT. Raja Grafindo Prasada.
21. Wibowo. (2016). *Manajemen Kinerja* (Ed. Kelima). PT. Raja Grafindo Prasada.