

## Research Article

## The Impact of Employee Performance and Service Quality on Public Satisfaction at BUMDES Ujan Mas Baru

Emiyati<sup>1</sup>, Novita Sari<sup>2</sup>, Yenni Suryono<sup>3</sup>, Selvi Permata Sari<sup>4</sup>

1. Faculty of Economics and Law, Universitas Serasan Muara Enim, Indonesia; [emiyati@unsan.ac.id](mailto:emiyati@unsan.ac.id)
2. Faculty of Economics and Law, Universitas Serasan Muara Enim, Indonesia; [novitasari@unsan.ac.id](mailto:novitasari@unsan.ac.id)
3. Faculty of Economics and Law, Universitas Serasan Muara Enim, Indonesia; [yennisuryonoi@unsan.ac.id](mailto:yennisuryonoi@unsan.ac.id)
4. Faculty of Economics and Law, Universitas Serasan Muara Enim, Indonesia; [selvipermatasari95@gmail.com](mailto:selvipermatasari95@gmail.com)

Corresponding Author, Email: [emiyati@unsan.ac.id](mailto:emiyati@unsan.ac.id) (Emiyati)

### Abstract

The objective of this research is to understand and analyze the combined effects of employee performance and service quality on community satisfaction in the village of Ujan Mas Baru. The methodology employed is quantitative, specifically utilizing purposive sampling. The sampling technique will refer to Slovin's formula, with a sample size of 100 respondents. The findings of this study indicate that the correlation coefficient ( $r$ ) is 0.691, which signifies a correlation between the employee performance variable and service quality with community satisfaction of 0.691. The calculated value of  $r_{hitung} > r_{tabel}$   $r_{hitung} > r_{tabel}$  is  $0.691 > 0.196$ . This indicates a strong relationship, as the value of  $r$  falls within the range of 0.61 - 0.80. The calculated value of  $t_{hitung} > t_{tabel}$  is  $2.273 > 1.984$ , and the probability (significance) is  $< 0.05$  ( $\alpha$ ), specifically  $0.025 < 0.05$ , leading to the rejection of  $H_0$ . This implies that the employee performance variable has a significant partial (individual) effect on community satisfaction. Furthermore, the calculated value of  $t_{hitung} > t_{tabel}$  is  $6.624 > 1.984$ , and the probability (significance) is  $< 0.05$  ( $\alpha$ ), specifically  $0.000 < 0.05$ , resulting in the rejection of  $H_0$ , indicating that the service quality variable also has a significant partial (individual) effect on community satisfaction. The simultaneous testing yields a calculated value of  $F_{hitung} > F_{tabel}$  of  $86.257 > 3.09$ , with a  $p$ -value of 0.000. The results of the testing indicate a  $p$ -value that is less than the level of

significance ( $\alpha = 5\%$ ). This implies that there is a significant simultaneous effect of Employee Performance and Service Quality on Community Satisfaction, with a coefficient of determination value obtained at 0.633. The adjusted Rsquare value, which is the adjusted R<sup>2</sup>, stands at 0.633 or 63.3%, signifying that the variables of Employee Performance and Service Quality account for 63.3% of the influence on Community Satisfaction. The remaining 36.7% is attributed to other factors.

**Keywords:** Performance of Employee, Quality Service, Public Satisfaction

## INTRODUCTION

Satisfaction is the effort to fulfill needs or produce something worthy (Mariansyah & Syarif, 2020). Public satisfaction reflects the level of perception that arises as a result of the performance of an institution's services, which is felt after consumers compare it to their expectations.

According to (Hidayat, 2009), satisfaction with services is influenced, among other factors, by service quality. Service quality has become a highly regarded aspect today, as public satisfaction with services highly depends on the quality of the products offered by the company.

Humans inherently have a need for services, and it can be said that service is an inseparable part of human life. The difficulties faced by the public in obtaining their rights become the duty and responsibility of government agencies, which function as public service providers, without discriminating against anyone in receiving services. The public must be treated equally with other individuals in obtaining the public services provided.

Quality service is service provided unconditionally, without differentiating gender, religion, social status, wealth, or poverty, so that quality service must be distributed fairly. Public service is a very vital element in a governance system.

The service provided by a government institution to meet the needs of the community in securing their rights is currently a crucial matter that requires attention. In addition to issues of disparities in service felt by the public, the quality of performance also needs to be examined in government institutions that appear to be less optimal in performing their duties, which in turn affects the decline in the standard of service provided.

Performance refers to the results achieved by individuals, groups, or organizations in pursuing specific goals or objectives. Performance can be assessed by comparing the achieved results with the pre-established goals.

(Solehuddin, 2022) states that performance is the result of a process that can be measured within a certain period according to the stipulations or agreements that were previously established.

Performance is the readiness of an individual or a group of people to carry out an activity and complete it in accordance with their responsibilities, with the expected results (Rivai & Basri, 2005). Performance or work achievement is the output a person obtains in carrying out the tasks assigned to them.

Performance and service are two interrelated aspects. When an employee provides good service and is able to create a positive image for the brand, it aligns

with their performance, which is also satisfying both inside the organization and outside, to the community or customers receiving the service.

A friendly attitude and a smile are only small elements in creating public satisfaction. Fundamentally, there are five dimensions that determine service quality: (1) tangible (physical evidence) includes visible things such as clothing, physical facilities, including smiles and friendliness. (2) reliability refers to the capacity to deliver promised services quickly, accurately, and satisfactorily. (3) responsiveness means providing a timely and appropriate response. This response must be consistent over time. (4) assurance provides the public with confidence in the ability, knowledge, and trustworthiness, appearing free of doubt. (5) empathy includes ease of communication, personal attention, and understanding of the community's needs.

The relationship between performance quality and public satisfaction can influence each other, as this relationship can guide disorganized organizational management toward improvement. Therefore, a work system is required to achieve organizational goals. The existence of objectives will assist employees in performing their tasks well and creating positive value. Professional employees will require these values to improve their performance.

Behavior is essentially focused on achieving goals, and generally, our behavior is driven by the desire to attain these objectives. The level of performance of an organization greatly depends on the quality of its human resources. If human resources possess high motivation, creativity, and the ability to innovate, their performance will improve. Conversely, if the human resources lack creative factors and sufficient motivation, the demand for achieving optimal performance results will not be met.

Optimal and maximum performance can be achieved if there is synergy and support for the company's vision and mission, making it very important to enhance human resource capacity. Employee performance has a significant impact on organizational progress. High performance will produce good service quality, enabling the institution or company to provide excellent service to meet organizational goals, namely achieving the desired level of public satisfaction.

Excellent service refers to the best services provided by a company to meet the expectations and needs of both internal and external customers. In other words, excellent service can be understood as a top-tier service designed to optimally meet customers' expectations and needs.

High-quality service is service that meets the established standards. Service that meets quality standards aims to fulfill the expectations and satisfaction of customers or the public. There are two main components in high-quality service that are interrelated: customers and quality. Both aspects are crucial for those providing services, such as sellers, traders, and servers. The concept of high-quality service can be applied in various types of organizations, institutions, government agencies, or private companies.

The primary task of government agencies is to provide services or organize public services to improve the welfare of the community.

There are two related aspects of service: acting as a servant and as a service provider. Acting as a servant means assisting in preparing or handling someone's

needs, while a service provider means striving to meet the needs of others. In a book on research management written by Arikunto, five dimensions are created to assess the quality of service, based on the comparison between the expected values and the results perceived by consumers, namely responsiveness, reliability, assurance, empathy, and tangibles (Arikunto, 2010).

Employees provide reactions that can be either positive or negative to actions taken by their manager. Therefore, it is important for managers to apply external motivation that encourages positive reactions among employees.

Individual satisfaction within the community or customers is crucial, as dissatisfaction with services provided by an institution or organization can have serious consequences for the institution's or organization's growth. If the service received is unsatisfactory, a negative reaction will arise; conversely, if the service is satisfying, it will produce a positive response. Meeting the needs of customers, in this context members, is truly an important requirement for the sustainability of a company.

Services provided to the public must be done fairly without regard to the preferences or social status of the individual. Although the available services may be completed, this does not necessarily meet the public's expectations, as there are still factors that make the public feel that they have not received optimal service. This is due to certain individuals in government institutions prioritizing personal interests over the broader interests of society. Many people complain about the quality of services received from government agencies due to disparities in service delivery.

The Village-Owned Enterprise (BUMDES) functions as an enterprise managed by the community and the village government, with the goal of strengthening the village economy, established based on existing needs and potential. The operational mechanism of BUMDES is to accommodate various economic activities of the community in the form of an institution managed professionally, yet still based on the local potential of the village. Therefore, BUMDES managers need to understand the needs of the surrounding community. This can make the community's businesses more efficient and productive. Thus, BUMDES will become a pillar of independence for the village community, while also serving as a platform for the economic activities of the community, leading to improved welfare and original village income.

Optimal BUMDES performance can be evaluated based on the relationship between service, profit, and sustainability. The quality of service provided to the community has a significant impact on other aspects. Quality service can encourage the public to participate in BUMDES, where stable and continuously increasing income will contribute to the sustainability of BUMDES itself.

## **THEORETICAL REVIEW**

### **Performance**

According to Sholehudin (2022), performance is the product of a process that can be referred to and evaluated over a specific period according to previously established criteria or agreements.

The dimensions or indicators of performance consist of the following:

1. Standards (Quality)
2. Quantity
3. Timeframe
4. Cooperation among employees
5. Cost control
6. Control mechanisms

### **Service Quality**

Service quality refers to the effort to meet customer desires and needs and deliver them accurately to meet customers' expectations.

In a subsequent study conducted by Parasuraman and colleagues (Amrullah et al., 2018), five main dimensions known as Service Quality (ServQual) were identified:

1. Physical evidence
2. Reliability
3. Responsiveness
4. Assurance
5. Empathy

### **Public Satisfaction**

According to (Kotler & Keller, 2009), "Customer satisfaction is the result experienced by the buyer who perceives the performance of a company through products or services that meet their expectations. Customers feel satisfied when their expectations are met, and they will be even more pleased if those expectations are exceeded."

Several elements are used as indicators of public satisfaction, including:

1. Ease of requirements
2. Procedures
3. Timeframes
4. Price
5. Goods
6. Competence
7. Facilities and infrastructure
8. Reports and feedback

Public satisfaction is also a level of feeling that arises as a result of the service received after the community compares it to their expectations. The public will only feel satisfied if the service they receive meets or exceeds their expectations. Conversely, dissatisfaction or disappointment will arise if the service received does not meet their expectations.

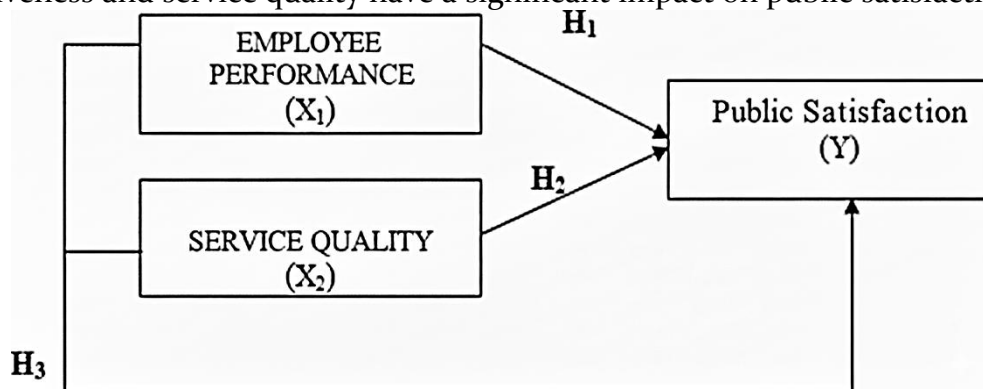
Public satisfaction is a level of feeling that emerges as a result of the service received, particularly after the community compares what they receive with their expectations. The public will feel satisfied only if the service provided meets or exceeds their expectations, while dissatisfaction or disappointment will arise when the service received does not meet those expectations.

The following are the dimensions or indicators used to analyze service quality. The assessment of the public satisfaction index or customer satisfaction (Novianti et al., 2018) consists of:

1. Service procedures
2. Requirements for services
3. Capability or competence
4. Fairness in receiving services
5. Certainty of service time
6. Comfort of service areas
7. Service security

### Conceptual Framework

Schematically, the illustration of this research shows that employee effectiveness and service quality have a significant impact on public satisfaction.



**Figure 1.** Conceptual Framework: The Influence of Employee Performance and Service Quality on Public Satisfaction

## METHODS

### Population and Sample

The population in this study includes all residents living in Ujan Mas Baru Village. The selection of Ujan Mas Baru Village as the research population is based on the fact that they directly experience the quality and performance of the services provided by the BUMDES GSC employees in that area.

According to Sugiyono, a sample is a subset of the totality and characteristics that exist within the population (Sugiyono, 2013). In this study, the sample was selected using specific criteria through purposive sampling.

## RESULT AND DISSCUSSION

### Validity and Reliability Testing

#### 1. Validity Test

The following table shows the results of the validity test for the Employee Performance, Service Quality, and Public Satisfaction questionnaires at BUMDES Ujan Mas Baru:

**Table 1.** Results of the Employee Performance Questionnaire Validity Test at BUMDES Ujan Mas Baru

Variable	Question Item	$r_{\text{calculated}}$	$r_{\text{table}}$	Remarks
Employee Performance ( $X_1$ )	X.1	0.793	0.196	Valid
	X.2	0.794	0.196	Valid
	X.3	0.644	0.196	Valid
	X.4	0.663	0.196	Valid
	X.5	0.695	0.196	Valid
	X.6	0.754	0.196	Valid
	X.7	0.688	0.196	Valid
	X.8	0.748	0.196	Valid
	X.9	0.672	0.196	Valid
	X.10	0.620	0.196	Valid

Source: Data processed using SPSS Version 23.0, 2025

Based on the validity analysis of the measuring instrument for the variables under study, as shown in Table 1, it can be concluded that all the questions related to the Employee Performance ( $X_1$ ) variable are valid (accepted) and meet the criteria to be used as measurement tools in this study.

**Table 2.** Results of the Service Quality Questionnaire Validity Test at BUMDES Ujan Mas Baru

Variable	Question Item	$r_{\text{calculated}}$	$r_{\text{table}}$	Remarks
Service Quality ( $X_2$ )	X.1	0.741	0.196	Valid
	X.2	0.754	0.196	Valid
	X.3	0.742	0.196	Valid
	X.4	0.770	0.196	Valid
	X.5	0.728	0.196	Valid
	X.6	0.688	0.196	Valid
	X.7	0.293	0.196	Valid
	X.8	0.690	0.196	Valid
	X.9	0.602	0.196	Valid
	X.10	0.790	0.196	Valid

Source: Data processed using SPSS Version 23.0, 2025

Based on the validity evaluation of the measuring instrument for the variables studied, as explained in Table 2, it can be concluded that each question item related to the Service Quality ( $X_2$ ) variable is valid (accepted) and has met the criteria to be used as an instrument in this study.

**Table 3.** Results of the Public Satisfaction Questionnaire Validity Test at BUMDES Ujan Mas Baru

Variable	Question Item	$r_{\text{calculated}}$	$r_{\text{table}}$	Remarks
Public Satisfaction (Y)	Y.1	0.695	0.196	Valid
	Y.2	0.734	0.196	Valid
	Y.3	0.724	0.196	Valid
	Y.4	0.735	0.196	Valid
	Y.5	0.729	0.196	Valid
	Y.6	0.694	0.196	Valid
	Y.7	0.809	0.196	Valid
	Y.8	0.752	0.196	Valid
	Y.9	0.698	0.196	Valid
	Y.10	0.688	0.196	Valid

Source: Data processed using SPSS Version 23.0, 2025

Based on the results of the validity test for the research variables, as presented in Table 3, it can be concluded that all the items related to the Public Satisfaction (Y) variable are valid (accepted) and meet the criteria to be used as a measurement tool in this study.

## 2. Reliability Test

The reliability test was conducted on 100 respondents in Ujan Mas Baru Village with the following results:

**Table 4.** Results of the Reliability Test for Motivation (X) and Performance (Y) Variables

Variable	Cronbach Alpha	Comparison Table	Remarks
Employee Performance	0.884	0.60	Reliable
Service Quality	0.866	0.60	Reliable
Public Satisfaction	0.899	0.60	Reliable

Source: Data processed using SPSS Version 23.0, 2025

Based on the reliability analysis shown in Table 4, it was found that the Cronbach's Alpha value for all three variables in this study, namely Employee Performance ( $X_1$ ) (0.884), Service Quality ( $X_2$ ) (0.866), and Public Satisfaction (Y) (0.899), is greater than 0.60. Therefore, it can be concluded that the three instruments used in this study are reliable and fall into the category of perfect reliability, meeting the criteria to be used as measurement tools in this study.

## 3. Multiple Linear Regression Analysis Test

In this study, a multiple linear regression analysis approach was applied to show the impact of Employee Performance and Service Quality on Public Satisfaction at BUMDES Ujan Mas Baru. The model tested in this study can be formulated in the following multiple linear regression equation:

**Table 5.** Multiple Linear Regression Test  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.633	2.191		3.939	.000
Employee_Performance	.199	.087	.214	2.273	.025
Service_Quality	.573	.087	.624	6.624	.000

a. Dependent Variable: Public Satisfaction

Source: Data processed using SPSS Version 23.0, 2025

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + e$$

$$Y = 8,633 + 0,199X_1 + 0,573X_2 + e$$

The regression coefficients can be explained as follows:

- 1) The constant (a) of 8.633 indicates that if Employee Performance and Service Quality remain unchanged, the Public Satisfaction will be 8.633.



- 2) The regression coefficient of 0.199 indicates that every 1% increase in Employee Performance will result in a 0.199 increase in Public Satisfaction. Since the regression coefficient is positive, it indicates that the effect of Employee Performance ( $X_1$ ) on Public Satisfaction ( $Y$ ) is positive.
- 3) The regression coefficient for Service Quality is 0.573, meaning that every 1% increase in Service Quality will result in a 0.573 increase in Public Satisfaction. With a positive regression coefficient, it can be concluded that the effect of Service Quality ( $X_2$ ) on Public Satisfaction ( $Y$ ) is also positive.

#### 4. Correlation Test (Pearson Product Moment)

This partial correlation analysis is used to determine how strong the relationship is between two variables. In regression analysis, the correlation analysis is used to show the direction of the relationship between the dependent variable and independent variables, as well as to measure the strength of the association.

Table 6. Correlation Coefficients Analysis  
Correlations

		Employee Performance	Service Quality	Public Satisfaction
Employee Performance	Pearson Correlation	1	.763**	.691**
	Sig. (1-tailed)		.000	.000
	N	100	100	100
Service Quality	Pearson Correlation	.763**	1	.788**
	Sig. (1-tailed)	.000		.000
	N	100	100	100
Public Satisfaction	Pearson Correlation	.691**	.788**	1
	Sig. (1-tailed)	.000	.000	
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Source: Data processed using SPSS 23.0, 2025

The analysis displayed in Table 6 shows that there are 100 respondents from the community, with a correlation coefficient ( $r$ ) of 0.691. This indicates that the relationship between the Employee Performance and Service Quality variables with Public Satisfaction is 0.691. The value of  $r_{\text{calculated}}$  is greater than  $r_{\text{table}}$  ( $0.691 > 0.196$ ), which indicates a strong relationship, as the value of  $r$  lies within the range of 0.61 to 0.80.

#### 5. Hypothesis Testing

##### a. Partial T-Test

Table 7. Hypothesis Test Results (Partial t-test)  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.633	2.191		3.939	.000

Employee_Performance	.199	.087	.214	2.273	.025
Service_Quality	.573	.087	.624	6.624	.000

a. Dependent Variable: Public Satisfaction

Source: Data processed using SPSS Version 23.0, 2025

The result of  $t_{\text{calculated}}$  greater than  $t_{\text{table}}$  ( $2.273 > 1.984$ ) and the probability (significance) less than 0.05 ( $\alpha = 0.025 < 0.05$ ) shows that  $H_0$  is rejected. This means that the Employee Performance variable significantly influences Public Satisfaction individually.

The  $t_{\text{calculated}}$  value of 6.624 exceeds  $t_{\text{table}}$  (1.984), and the probability (significance) less than 0.05 ( $\alpha = 0.000 < 0.05$ ) shows that  $H_0$  is rejected. This indicates that the Service Quality variable has a significant effect on Public Satisfaction individually.

#### b. Simultaneous F-Test

**Table 8.** Simultaneous F-Test  
ANOVA<sup>b</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1244.820	2	622.410	86.257	0.000
Residual	699.930	97	7.216		
Total	1944.750	99			

a. Predictors: (Constant), Service Quality, Employee Performance

b. Dependent Variable: Public Satisfaction

Source: Data processed using SPSS Version 23.0, 2025

Based on Table 8, the simultaneous test results show an  $F_{\text{calculated}}$  value of 86.257, which exceeds the  $F_{\text{table}}$  value of 3.09, with a p-value of 0.000. This finding indicates a p-value less than the significance level ( $\alpha = 5\%$ ), implying that there is a significant simultaneous effect between Employee Performance and Service Quality on Public Satisfaction.

#### 6. Coefficient of Determination Test

**Table 9.** Coefficient of Determination Analysis  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.800	.640	.633	2.686

a. Predictors: (Constant), Service Quality, Employee Performance

Source: Data processed using SPSS Version 23.0, 2024

Based on Table 9, it is evident that the Employee Performance ( $X_1$ ) and Service Quality ( $X_2$ ) variables contribute to Public Satisfaction ( $Y$ ) by 0.640 or 64%. A key limitation of using the coefficient of determination ( $R^2$ ) is its association with the number of independent variables added to the model. Every time an independent variable is added, the  $R^2$  value will increase without considering whether the variable significantly contributes or not. Many studies recommend using adjusted  $R^2$ .

The adjusted R square, after adjustment, is 0.633 or 63.3%, indicating that Employee Performance and Service Quality play a role in determining Public Satisfaction by 63.3%. The remaining 36.7% is influenced by other factors.

### **The Effect of Employee Performance ( $X_1$ ) on Public Satisfaction (Y) Partially**

Based on the findings of the research, the  $t_{\text{calculated}}$  value for  $X_1$  was recorded at 2.273, while  $t_{\text{table}}$  was recorded as 1.984. In other words, since  $t_{\text{calculated}}$  is greater than  $t_{\text{table}}$  and the significance level ( $t = 0.025$ ) is smaller than  $\alpha = 0.05$ , the effect of Employee Performance ( $X_1$ ) on Public Satisfaction (Y) is significant. This shows that  $H_0$  is rejected while  $H_1$  is accepted. It can thus be concluded that an increase in employee performance is directly proportional to an increase in public satisfaction.

This aligns with the study conducted by (SABILU, 2022) at Nahdlatul Ulama Al-Ghazali University Cilacap. The research title was "The Effect of Employee Performance and Service Quality on Public Satisfaction at Kedungwringin Village Office, Jatilawang District, Banyumas Regency." The results of this study indicate a significant positive effect of employee performance on public satisfaction at the Kedungwringin Village Office. The recorded  $t_{\text{calculated}}$  value of 7.341 is greater than  $t_{\text{table}}$  (1.984) at a 5% significance level, indicating that performance has a significant effect on public satisfaction. Furthermore, the  $t_{\text{calculated}}$  value of 9.810 is also greater than  $t_{\text{table}}$  (1.984) at the same significance level, indicating that the quality of employee service significantly affects public satisfaction. Based on the  $F_{\text{calculated}}$  value of 54.547, which is greater than  $F_{\text{table}}$  (3.090) at the 5% significance level, the effect of employee performance and service quality combined reaches 52.9%, which is the result of the effective contributions calculated.

In line with the research conducted by (Hamzah, 2017) at IAIN Palopo, titled "The Impact of Employee Performance and Service Quality on Public Satisfaction at Belopa District Office." The most influential factor on public satisfaction is the quality of employee services, with a value of 6.323 and a significance level of 0.000, which is smaller than 0.05. Employee performance and service quality at Belopa North District Office have been functioning well in line with the organization's goal as a public service institution to meet public expectations. This is proven by the level of public satisfaction with the quality of service provided by the employees at Belopa North District Office, which reached 56.1%.

In conclusion, there is a significant positive relationship between employee performance ( $X_1$ ) individually and public satisfaction (Y). The higher the quality of service provided, the more satisfied the public will be, which in turn encourages them to accept further services.

### **The Effect of Service Quality ( $X_2$ ) on Public Satisfaction (Y) Partially**

Based on the research findings, the  $t_{\text{calculated}}$  value for service quality ( $X_2$ ) against Y reached 6.624. Meanwhile,  $t_{\text{table}}$  is 1.984. This means that  $t_{\text{calculated}}$  is greater than  $t_{\text{table}}$  ( $6.624 > 1.984$ ). The  $t$  significance value is 0.000, which is less than  $\alpha = 0.05$ . Therefore, the effect of service quality ( $X_2$ ) on public satisfaction (Y) is proven to be significant. This indicates that  $H_0$  is rejected and  $H_1$  is accepted. It can

be concluded that the Service Quality ( $X_2$ ) variable significantly affects Public Satisfaction ( $Y$ ) individually with a significance level less than 0.05.

This is in line with the study conducted by Sabilu Nurilhaq (2022) at Nahdlatul Ulama Al-Ghazali University Cilacap. The research title was "The Effect of Employee Performance and Service Quality on Public Satisfaction at Kedungwringin Village Office, Jatilawang District, Banyumas Regency." The findings of this study indicate a positive and significant effect of employee performance on public satisfaction at the Kedungwringin Village Office. The  $t_{\text{calculated}}$  value of 7.341 exceeds  $t_{\text{table}}$  (1.984) at the 5% significance level, indicating that employee performance has a significant effect on public satisfaction. Additionally, the  $t_{\text{calculated}}$  value of 9.810 is also higher than  $t_{\text{table}}$  (1.984) at the same significance level, indicating that the quality of employee service significantly influences public satisfaction. Looking at the  $F_{\text{calculated}}$  value of 54.547, which is greater than  $F_{\text{table}}$  (3.090) at the 5% significance level, the combined effect of employee performance and service quality reaches 52.9%, which was obtained from the calculated effective contribution.

In line with the research conducted by Hamzah (2017) at IAIN Palopo, titled "The Impact of Employee Performance and Service Quality on Public Satisfaction at Belopa District Office." The factor most influential on public satisfaction is the quality of service provided by employees, with a value of 6.323 and a significance of 0.000, which is less than 0.05. Employee performance and service quality at Belopa North District Office have been running well in accordance with the organizational goals of being a public service institution that meets public satisfaction. This can be seen from the level of public satisfaction with the quality of services provided by the employees at Belopa North District Office, which reached 56.1%.

## CONCLUSION

The correlation coefficient obtained in this study is 0.691, indicating a significant relationship between Employee Performance and Service Quality with Public Satisfaction at 0.691. Since the  $r_{\text{calculated}}$  value exceeds the  $r_{\text{table}}$  value ( $0.691 > 0.196$ ), this indicates a strong relationship, as the  $r$  value lies within the range of 0.61 to 0.80.

The  $t_{\text{calculated}}$  value of 2.273 is greater than the  $t_{\text{table}}$  value of 1.984, and the significance level (0.025) is below 0.05 ( $\alpha = 0.05$ ), meaning  $H_0$  is rejected. This shows that Employee Performance has a significant individual effect on Public Satisfaction. Additionally, the  $t_{\text{calculated}}$  value of 6.624, which is greater than  $t_{\text{table}}$  (1.984), with a significance level of 0.000 (which is less than 0.05), indicates that Service Quality also significantly affects Public Satisfaction individually.

In the simultaneous test, the  $F_{\text{calculated}}$  value of 86.257 exceeds the  $F_{\text{table}}$  value of 3.09, with a p-value of 0.000. This result shows that the p-value is less than the significance level ( $\alpha = 5\%$ ), suggesting that there is a significant simultaneous effect of Employee Performance and Service Quality on Public Satisfaction.

The Coefficient of Determination ( $R^2$ ) obtained is 0.633, meaning the adjusted R square is 0.633 or 63.3%. This indicates that Employee Performance and Service Quality together influence Public Satisfaction by 63.3%, while the remaining 36.7% is influenced by other factors.

## Suggestions

Based on the findings of this study, it is suggested that improvements in both Employee Performance and Service Quality should be prioritized to increase Public Satisfaction. As the results show significant positive relationships, focusing on enhancing these two areas can further boost satisfaction levels within the community. It is also recommended to continue monitoring these variables and address any factors that may contribute to the remaining 36.7% of influence on Public Satisfaction, potentially by investigating other variables that may be at play.

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