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The Influence of Service Quality and Satisfaction on Employee Performance at the Regional Technical Implementation Unit (UPTD) of Tambelang Health Center

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Abstract : *This study aims to determine the influence of service quality and satisfaction on employee performance at the Tambelang Community Health Center (UPTD). Good service quality and satisfaction are predicted to be variables that can continuously improve employee performance. The author's purpose in conducting this study was to determine and analyze service quality, employee satisfaction, and performance, as well as the magnitude of the influence of service quality and satisfaction on employee performance at the Tambelang Community Health Center (UPTD), both simultaneously and partially. The method used in this study is a descriptive quantitative approach. The sample in this study were 60 patients from the Tambelang Community Health Center (UPTD). The data in this study are primary data, where the data is obtained from respondents' answers to the questionnaire distributed by the author. The results of the data analysis that the author has conducted, the results show that there is an influence of service quality and satisfaction on employee performance at the Tambelang Community Health Center (UPTD), both partially and simultaneously. Employee performance is influenced by service quality and satisfaction variables by 66.6%, and the remaining 34% is influenced by other factors not examined in this study.*

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Introduction

Public service quality is an important indicator of the effectiveness of government institutions in fulfilling the needs and expectations of the community. In the healthcare sector, community health centers serve as primary healthcare facilities responsible for providing accessible, effective, and reliable healthcare services. Therefore, improving public service quality requires institutions to develop effective management practices, supported by competent employees and adequate facilities. Denhardt and Denhardt (2000), through the New Public Service paradigm, emphasize that public administration

should prioritize serving citizens and promoting the public interest rather than merely focusing on administrative control and organizational interests. Similarly, Hardiyansyah (2018) explains that public services represent an essential government function directly related to meeting community needs. This perspective is also consistent with Law Number 25 of 2009 concerning Public Services, which requires public institutions to provide services that meet applicable standards and the needs of citizens (Republic of Indonesia, 2009).

Service quality is one of the main factors determining the success of public institutions in delivering services to the community. Parasuraman et al. (1988) developed the SERVQUAL model, which measures service quality through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions represent the physical facilities, consistency of service delivery, employee responsiveness, ability to provide confidence and security, and attention given to service users. In healthcare institutions, these dimensions are particularly relevant because patients expect adequate facilities, accurate information, timely services, professional treatment, and appropriate attention from healthcare personnel. Consequently, service quality is not only determined by the availability of facilities but also by the ability of employees to deliver services in accordance with established standards and public expectations.

In addition to service quality, public satisfaction is an important indicator for evaluating the effectiveness of healthcare services. Oliver (1980) explains that satisfaction results from an evaluation process in which individuals compare their expectations with the actual performance of a product or service. When healthcare services meet or exceed expectations, patients are more likely to express satisfaction with the services received. Conversely, delays, inadequate facilities, and unresponsive service may result in dissatisfaction. In Indonesia, the measurement of public satisfaction is also regulated through the Regulation of the Minister of Administrative and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for the Preparation of Public Satisfaction Surveys for Public Service Providers. This regulation reinforces the importance of evaluating community perceptions as a basis for improving public service quality. It is important to distinguish public satisfaction from employee satisfaction in human resource management. Public satisfaction refers to patients' assessments of the healthcare services they receive, whereas employee satisfaction concerns employees' feelings and attitudes toward their jobs and working conditions. In this study, satisfaction refers specifically to public or patient satisfaction with healthcare services.

Employee performance is another important element in ensuring the effective implementation of public services. Employees are directly involved in carrying out organizational activities, managing available resources, and interacting with the community as service recipients. Robbins and Judge (2019) explain that individual behavior within organizations is associated with factors that influence the achievement of organizational objectives. In public healthcare institutions, employee performance can be reflected in the ability to complete tasks accurately, maintain discipline, meet service targets, communicate effectively, and provide services within the expected time. Good employee performance supports the implementation of service standards, while inadequate performance may result in service delays, ineffective administrative processes, and reduced public satisfaction. Therefore, service quality and public satisfaction are important aspects to examine in relation to employee performance within public healthcare institutions.

These issues are particularly relevant to the Regional Technical Implementation Unit (UPTD) of Tambelang Community Health Center, located at Jalan Raya Lingkar Kecamatan Number 2, Sukarapih Village, Tambelang District. As a primary healthcare facility, the institution has an important responsibility to provide healthcare services that meet community needs and applicable service standards. However, preliminary observations identified several problems in the implementation of healthcare services, including delays in service delivery, relatively long patient waiting times, and employee discipline that has not been fully optimal. In addition, limitations in supporting facilities and disruptions to the internet network have created obstacles to administrative activities and the delivery of healthcare services. Other challenges include employees' limited motivation in carrying out routine activities, delays in responding to service users, and difficulties in handling complaints and problems encountered by patients. These conditions may affect the reliability and responsiveness of services, reduce patient comfort, and create negative perceptions of the services provided by the institution.

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The problems identified at the Tambelang Community Health Center also demonstrate the importance of examining the relationship between service quality, public satisfaction, and employee performance. Service delays and long waiting times may indicate weaknesses in service responsiveness and reliability, while inadequate facilities and internet disruptions may interfere with the smooth implementation of employee responsibilities. Similarly, employee discipline and the ability to respond to patient complaints are relevant to the quality of interactions between service providers and service users. These conditions indicate that the evaluation of public healthcare services should not be limited to the assessment of facilities or patient experiences alone but should also consider employee performance as an important component of organizational effectiveness.

Although service quality, public satisfaction, and employee performance have been widely discussed in public administration and organizational management literature, their relationship requires further examination within the specific operational context of primary healthcare institutions. The SERVQUAL framework developed by Parasuraman et al. (1988) provides a basis for evaluating service quality, while Oliver's (1980) satisfaction model explains how service users evaluate their experiences in relation to their expectations. However, these theoretical perspectives need to be examined in the context of the operational challenges experienced by the Tambelang Community Health Center. In particular, the relationship between patients' assessments of service quality, their satisfaction with the services received, and the performance of employees responsible for delivering those services remains an important issue to investigate. The specific combination of service delays, long waiting times, employee discipline problems, limited facilities, and internet network disruptions provides a contextual basis for examining these relationships. Furthermore, public satisfaction and employee performance represent different organizational dimensions, making it necessary to examine how service users' evaluations relate to the performance of service providers without treating public satisfaction as equivalent to employee satisfaction.

Based on the background and research gap described above, this study aims to analyze the influence of service quality and public satisfaction on employee performance at the Regional Technical Implementation Unit (UPTD) of Tambelang Community Health Center, both partially and simultaneously. The study is expected to contribute to the development of public service management literature by providing empirical evidence concerning the relationship between service quality, public satisfaction, and employee performance in a primary healthcare institution. Practically, the findings are expected to provide useful information for the management of Tambelang Community Health Center in identifying weaknesses in service delivery, improving service responsiveness and reliability, addressing limitations in supporting facilities, strengthening complaint-handling mechanisms, and evaluating employee performance. Through these efforts, the institution is expected to improve the effectiveness of healthcare services and strengthen public trust and satisfaction.

Theoretical Review

Service quality is a service that can be said to be high-quality or satisfactory if it is able to meet the needs and expectations of the community. Zeithaml, Parasuraman, and Berry in Hardiyansyah (2019:46) explain that service quality is related to the service's ability to meet community expectations. Satisfaction is an individual's desire driven by the goal of achieving satisfaction (Hawkins and Lonney in Hardiyansyah, 2019:101). Meanwhile, performance is the results of an employee's work during a certain period compared to various possibilities, such as standards, targets, objectives, or criteria that have been previously determined and mutually agreed upon (Robbins, 2018:260).

Research Hypothesis

According to Sugiyono (2019:99), a hypothesis is a temporary answer to the formulation of a research problem based on empirical facts obtained through data collection. Based on the main problem presented in Chapter I and the theoretical basis outlined in Chapter II, the hypotheses of this research are as follows: it is suspected that there is an influence of service quality on employee performance; it is suspected that there is an influence of satisfaction on employee performance; and it is suspected that

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there is a simultaneous influence of service quality and satisfaction on employee performance.

Method

This study uses a quantitative approach with a descriptive method to analyze the influence of service quality and satisfaction on employee performance at the Tambelang Community Health Center Regional Technical Implementation Unit (UPTD). The quantitative approach is used to process numerical data obtained from respondents' answers through questionnaires. According to Sugiyono (2019), quantitative research methods are based on the philosophy of positivism and are used to study specific populations or samples through data collection with research instruments and statistical analysis. Descriptive methods are used to describe the condition of each research variable. The independent variables in this study are service quality (X1) and satisfaction (X2), while the dependent variable is employee performance (Y). The analysis was conducted to determine the influence of service quality and satisfaction on employee performance, both partially and simultaneously.

The research instrument used was a questionnaire compiled based on the indicators of each research variable. The service quality variable was measured through 10 statements, the satisfaction variable through 6 statements, and the employee performance variable through 10 statements. The data obtained were primary data sourced from respondents' answers to questionnaires distributed by the researcher. According to Sugiyono (2019), research instruments are used to measure the variables studied, while data collection techniques need to be adjusted to the research objectives. Data analysis techniques included descriptive statistical analysis, validity tests, reliability tests, and regression analysis to determine the effect of service quality and satisfaction on employee performance. Validity tests were used to assess the accuracy of statement items in measuring research variables, while reliability tests were used to determine the consistency of the instrument. According to Ghozali (2018), validity and reliability tests are important parts in evaluating the quality of research instruments. Hypothesis testing was conducted partially and simultaneously with a significance level of 0.05.

The population in this study relates to the community receiving services at the Tambelang Community Health Center (UPTD). The research sample consisted of 60 respondents, who were patients or users of the Tambelang Community Health Center services. The research data were obtained from respondents' answers to a questionnaire administered by the researcher. According to Sugiyono (2019), a sample is a portion of the number and characteristics of a population. The sample size of 60 respondents was used to obtain information regarding respondents' assessments of service quality, satisfaction, and employee performance at the Tambelang Community Health Center (UPTD).

The research procedure began with identifying problems related to service quality, satisfaction, and employee performance at the Tambelang Community Health Center (UPTD). Next, the researcher developed a questionnaire instrument based on the indicators of each variable, then collected primary data from 60 respondents. The collected data were processed through descriptive statistical analysis to obtain an overview of each variable, followed by validity and reliability tests to assess the accuracy and consistency of the instrument. The next stage was to conduct regression analysis and partial and simultaneous hypothesis testing to determine the effect of service quality and satisfaction on employee performance. The results of the analysis were then interpreted according to the research objectives and used as a basis for drawing conclusions regarding the influence of the two independent variables on employee performance at the Tambelang Community Health Center (UPTD).

Results and Discussion

DiscussionValidity and Reliability Test

1. Discussion

Table 1. Summary of Service Quality (X1)

Descriptive Statistics			
	Mean	**N**	**Category**
Appearance of employees in providing services	3.87	60	Good
Convenience of the place where the service is carried out	4.08	60	Good
The services provided are in accordance with the vision and mission of the Tambelang Timur Community Health Center.	3.95	60	Good
Can provide good explanations and information	4.22	60	Very good

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Readiness of officers to respond to requests made by customers	4.02	60	Good
Readiness of officers to handle complaints given by customers and accept criticism and suggestions from customers	3.97	60	Good
Guarantee of proper service and no fuss	3.85	60	Good
Guaranteed costs are in accordance with those determined and in accordance with the regulations of the East Tambelang Health Center.	4.07	60	Good
Ability to provide a polite and courteous attitude towards customers	3.87	60	Good
Understand and comprehend what customers need	4.08	60	Good
Quality of Service	**4.00**	**60**	**Good**

Based on the table above, it can be described that the recapitulation of the service quality variables obtained an average result of 4.00, which is included in the Good category.

Table 2. Summary of Satisfaction Variables (X2)

Descriptive Statistics			
	Mean	**N**	**Category**
The service received is in accordance with expectations	4.15	60	Good
The suitability of the facilities provided with the costs incurred	4.23	60	Very good
Interested in visiting again and using the Independent Ticket Printing Service?	4.10	60	Good
Visit again because the facilities provided are good	4.03	60	Good
Share experiences about service with other customers	4.25	60	Very good
Share about the available facilities and infrastructure with other customers	4.02	60	Good
Satisfaction	**4.13**	**60**	**Good**

Based on the table above, it can be described that the recapitulation of the satisfaction variable obtained an average result of 4.13, which is included in the Good category.

Table 3. Summary of Performance Variables (Y)

Descriptive Statistics			
	Mean	**N**	**Category**
Able to work well and serve customers well	3.87	60	Good
Able to work in accordance with agency quality standards	4.05	60	Good
Able to complete work according to predetermined targets	4.10	60	Good
Can do several jobs at once	3.92	60	Good
Be on time in starting work	4.23	60	Very good
Able to complete work within the specified time limit	4.15	60	Good
Officers are able to be disciplined and dress neatly when starting work. work	3.90	60	Good
Able to work together to complete work	3.98	60	Good
Able to do the job well without the supervision of a leader	3.87	60	Good
Able to do the job well and be responsible for the results obtained	4.05	60	Good
Employee Performance	**4.01**	**60**	**Good**

Based on the table above, it can be described that the recapitulation of the Performance variable obtained an average result of 4.01, which is included in the Good category.

2. Validity Test

Table 4. Validity Test of Service Quality Variable (X1)

Correlations			
		Quality of Service	**Validity**
Appearanceemployees in providing services	Pearson Correlation	,646**	Valid
	Sig. (2-tailed)	0,000	
	N	60	
	Pearson Correlation	,562**	

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Comfortplace of service implementation	Sig. (2-tailed)	0,000	Valid
	N	60	
The services provided are in accordance with the vision and mission of the Tambelang Timur Community Health Center.	Pearson Correlation	,622**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Can providegood explanation and information	Pearson Correlation	,680**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Officer readinessto respond to requests desired by customers	Pearson Correlation	,644**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Readiness of officers to handle complaints given by customers and accept criticism and suggestions from customers	Pearson Correlation	,515**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Guarantee of proper and uncomplicated service	Pearson Correlation	,563**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Guaranteed costs are in accordance with those determined and in accordance with the regulations of the East Tambelang Health Center.	Pearson Correlation	,413**	
	Sig. (2-tailed)	0.001	Valid
	N	60	
Ability to give attitudepolite and courteous to customers	Pearson Correlation	,646**	
	Sig. (2-tailed)	0,000	Valid
	N	60	

Correlations

		Quality Service	**Validity**
Understand and comprehend what customers need	Pearson Correlation	,562**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Quality of Service	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	60	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Based on the table above, the results of the validity test of the question items in the questionnaire for the service quality variable with a critical r < 0.025 show that all items have a smaller significance value, and are stated.

Table 5. Validity Test of Satisfaction Variable (X2)

Correlations

		Satisfaction	**Validity**
The service received is in accordance with expectations	Pearson Correlation	,781**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Suitability of facilitiesprovided at the cost incurred	Pearson Correlation	,796**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Interested in visiting again and using the Independent Ticket Printing Service?	Pearson Correlation	,840**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Visit again because the facilities provided are good	Pearson correlation	,591**	

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	Sig. (2-tailed)	0,000	Valid
	N	60	
sharing experiencesabout service with other customers	Pearson Correlation	,911**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Share about the available facilities and infrastructure with other customers	Pearson Correlation	,781**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Satisfaction	Pearson Correlation	1	
	Sig. (2-tailed)		

Correlations

	Satisfaction	Validity
N	60	

**. Correlation is significant at the 0.01 level (2-tailed).

Based on the table above, the results of the validity test of the question items in the questionnaire for the satisfaction variable with a critical r < 0.025 show that all items have a smaller significance value and are declared valid.

Table 6. Validity Test of Performance Variable (Y)

Correlations

		Employee Performance	Validity
Able to work well and serve customers well	Pearson Correlation	,666**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Able to work in accordance with agency quality standards	Pearson Correlation	,837**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Able to complete work according to predetermined targets	Pearson Correlation	,754**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Can do several jobs at once	Pearson Correlation	,861**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Be on time in starting work	Pearson Correlation	,776**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Able to complete work within the specified time limit	Pearson Correlation	,647**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Officers are able to be disciplined and dress neatly when starting work.	Pearson Correlation	,837**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
Able to work together to complete work	Pearson Correlation	,837**	
	Sig. (2-tailed)	0,000	Valid
	N	60	

Correlations

		Employee Performance	Validity
Able to do the job well without the supervision of a leader	Pearson Correlation	,666**	
	Sig. (2-tailed)	0,000	Valid

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	N	60	
Able to do the job well and be responsible for the results obtained	Pearson Correlation	,837**	
	Sig. (2-tailed)	0,000	Valid
	N	60	
	Pearson Correlation	1	
	Sig. (2-tailed)		
Employee Performance	N	60	

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Based on the table above, the results of the validity test of the question items in the questionnaire for the performance variable with a critical r < 0.025 show that all items have a smaller significance value and are declared valid.

3. Reliability Test

Table 7. Reliability Test of Service Quality Variable (X1)

Cronbach's Alpha	Cronbach'sAlpha Based on Standardized Items	N of Items
,784	,787	10

Reliability testing on 60 respondents in the service quality variable, obtained a Cronbach alpha reliability value of 0.784 for all statements so that it was declared reliable.

Table 8. Reliability Test of Satisfaction Variable (X2)

Reliability Statistics

Cronbach's Alpha	Cronbach'sAlpha Based on Standardized Items	N of Items
,746	,740	6

Reliability testing on 60 respondents in the satisfaction variable, then the Cronbach alpha reliability value was obtained at 0.746 for all statements so that it was declared reliable.

Table 9. Reliability Test of Performance Variable (Y)

Reliability Statistics

Cronbach's Alpha	Cronbach'sAlpha Based on Standardized Items	N of Items
,839	,852	10

Reliability testing on 60 respondents in the performance variable, obtained a Cronbach alpha reliability value of 0.839 for all statements so that it was declared reliable.

Table 10. Results of Simultaneous Path Analysis of Service Quality (X1) and Satisfaction (X2)

Model Summary

Model	R	R Square	AdjustedR Square	Std. Error of the Estimate	Durbin- Watson
1	,816a	,666	,654	1,927	2,423

a. Predictors: (Constant), Satisfaction, Service Quality

b. Dependent Variable: Employee Performance

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	422,486	2	211,243	56,878	,000b
	Residua l	211,698	57	3,714		
	Total	634,183	59			

a. Dependent Variable: Employee Performance

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b. Predictors: (Constant), Satisfaction, Service Quality

Based on the ANOVA table, the calculated sig is 0.000 which is smaller than the alpha significance of 0.05 (5%), meaning that statistically the hypothesis that there is a simultaneous influence of service quality and satisfaction on employee performance is accepted, meaning that there is a significant influence of service quality and satisfaction on employee performance at the Tambelang Health Center of 66.6%.

Table 11. Results of Correlation Calculation of Service Quality, Satisfaction and Performance

Model		Unstandardized Coefficients		Standardized Coeffici ents Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Toler ance	VIF
1	(Constant)	2,168	2,135		1,015	,314		
	Quality Service	,330	,057	,525	5,793	,000	,714	1,401
	Satisfaction	,235	,053	,405	4,467	,000	,714	1,401

a. Dependent Variable: Employee Performance

The results of the correlation calculation of the three variables (workload, motivation and performance) meet the requirements of p-value < 0.05. For partial hypothesis testing, for the service quality variable (X1) p-value 0.000 < 0.05, and for the satisfaction variable (X2) p-value 0.000 < 0.05 The decision of the partial hypothesis test is: First hypothesis: H0 is rejected and Ha is accepted, meaning that service quality (X1) has a partial effect on performance (Y); Second hypothesis: H0 is rejected and Ha is accepted, meaning that satisfaction (X2) has a partial effect on performance (Y).

Conclusion

Based on the research results, service quality and satisfaction were proven to have a positive and significant influence on employee performance at the Regional Technical Implementation Unit (UPTD) of the Tambelang Community Health Center, both partially and simultaneously. Partially, service quality had an influence of 54.9%, while satisfaction had an influence of 57%. Simultaneously, these two variables contributed 66.6% to employee performance, while the remaining 33.4% was influenced by other factors not examined in this study. These results indicate that service quality and satisfaction are important factors that need to be considered in efforts to improve employee performance, especially in aspects of reliability, responsiveness, service assurance, empathy, and physical evidence. However, the results of this study have limitations, namely the use of a sample limited to 60 respondents in one community health center, the use of questionnaires as the main data source that has the potential to cause perception bias, and the limited research variables so that it does not cover all factors that influence employee performance. Therefore, the research results need to be interpreted according to the context of the organization studied and cannot be generalized widely to all health care facilities.

Practically, the results of this study provide implications for the management of the Tambelang Community Health Center Technical Implementation Unit (UPTD) to improve service quality by simplifying procedures, accelerating service times, enhancing employee competency, improving facilities, and strengthening communication and handling public complaints. Furthermore, management needs to conduct regular performance evaluations, provide excellent service training, and build a work environment that supports employee satisfaction and productivity. These efforts are expected to improve service effectiveness while strengthening public trust in the community health center. For further research, it is recommended to involve a larger number of respondents and cover several community health centers to ensure greater generalizability. Future research can also use a mixed-methods approach through a combination of questionnaires and interviews to gain a deeper understanding of the factors influencing employee performance. Furthermore, other variables, such as

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work motivation, organizational culture, leadership, work discipline, and organizational commitment, need to be considered to explain variations in employee performance that were not yet uncovered in this study

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