THE IMPACT OF EMPLOYEE MOTIVATION ON SERVICE QUALITY AND COMMUNITY SATISFACTION WITHIN PUBLIC SERVICE QUALITY IN THE DISTRICT OF SOUTH TANGERANG

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Abstract

South Tangerang is a new autonomous region in Banten Province that is established by Act No. 51 of 2008. The new autonomous region in Banten as expansion of Tangerang Regency has 7 districts. Based on Population Census in 2014 has 1.405.170 inhabitants. Population of male is 708.767 inhabitants and population of female is 696.403 inhabitants. Information found directly and through various media frequently reveals weaknesses of government services which reflect community dissatisfaction with the service personnel. The level of community satisfaction with the services of the community sector is still quite low, it is evidenced from several empirical studies on the quality of service in local government bureaucracy. Based on the initial observation, work motivation of goverment officials is played a role in realizing the quality of public services in the district of South Tangerang. Hence the author is interested in further researching and analyzing the impact of work motivation and service quality of apparatus to satisfaction community in the district level of South Tangerang. This study use nonprobability sampling as the sampling method. For the purposes of quantitative analysis, the determination of the score for each item questionnaire is used a Likert Scale. The processing data in this study is using SEM with support of software LISREL 8.7. The result of study shows that the motivation of civil servants apparatus district in South Tangerang is affecting the quality of service however is not affecting community satisfaction. This is due to the unfavorable work environment and leadership role in the completion of the assignment. Meanwhile the quality of service of civil servants apparatus affects people's satisfaction in districts in South Tangerang.

Keywords: Motivation, Service quality, Community satisfaction

Abstrak

Tangerang Selatan adalah daerah otonom baru di Provinsi Banten yang didirikan dengan Undang-Undang Nomor 51 Tahun 2008. daerah otonom baru di Banten sebagai perluasan Kabupaten Tangerang memiliki 7 kecamatan. Berdasarkan Sensus Penduduk tahun 2014 memiliki 1.405.170 penduduk. Penduduk laki-laki 708,767 jiwa dan penduduk perempuan adalah 696,403 jiwa. Informasi yang ditemukan secara langsung dan melalui berbagai media sering mengungkapkan kelemahan pelayanan pemerintah yang mencerminkan ketidakpuasan masyarakat dengan tenaga

pelayanan. Tingkat kepuasan masyarakat dengan layanan dari sektor masyarakat masih cukup rendah, hal tersebut dibuktikan dari beberapa penelitian empiris pada kualitas pelayanan di birokrasi pemerintah daerah. Berdasarkan pengamatan awal, motivasi kerja pejabat pemerintah yang berperan dalam mewujudkan kualitas pelayanan publik di Kabupaten Tangerang Selatan. Oleh karena itu penulis tertarik untuk lebih meneliti dan menganalisis dampak dari motivasi kerja dan kualitas pelayanan aparatur kepada masyarakat kepuasan di tingkat kabupaten Tangerang Selatan. Penelitian ini menggunakan nonprobability sampling sebagai metode sampling. Untuk keperluan analisis kuantitatif, penentuan skor untuk setiap item kuesioner digunakan Skala Likert. Pengolahan data dalam penelitian ini menggunakan SEM dengan dukungan dari software LISREL 8.7. Hasil penelitian menunjukkan bahwa motivasi sipil kabupaten aparatur pegawai negeri di South Tangerang mempengaruhi kualitas layanan namun tidak mempengaruhi kepuasan masyarakat. Hal ini disebabkan lingkungan kerja yang tidak menguntungkan dan peran kepemimpinan dalam penyelesaian tugas. Sementara kualitas pelayanan aparatur PNS mempengaruhi kepuasan masyarakat di kabupaten-kabupaten di Tangerang Selatan.

Kata kunci: Motivasi, Kualitas layanan, Kepuasan komunitas

JEL Classification: M31

1. Research Background

South Tangerang (Tangsel), a new Autonomous Region in Banten province is established by Act No. 51 of 2008. This new autonomous region in Banten Province, a result of expansion of Tangerang Regency, has 7 districts consist of 49 sub-districts and 5 villages with an area 14.719 Ha (147,19 km^2). This city is located in the eastern Banten Province and adjacent to DKI Jakarta Area. In the governance of the city, South Tangerang has the region is comprised of seven districts.

Table 1. The number of sub-districts and villages by District of South Tangerang in 2014

No.	District	Sub-district	Villages	Rukun Warga (RW)	Rukun Tetangga (RT)
1	Serpong	9	-	100	430
2	Serpong Utara	7	-	91	404
3	Ciputat	7	-	101	518
4	Ciputat Timur	6	-	79	436
5	Pamulang	8	-	152	779
6	Pondok Aren	11	-	123	773
7	Setu	1	5	40	195
Total		49	5	686	3.535

Source : South Tangerang in Angka 2014, BPS South Tangerang

Based on the results of the BPS South Tangerang in 2014 the population of South Tangerang is 1.405.170 inhabitants. Population of male is 708.767 inhabitants and population of female is 696.403 inhabitants. The sex ratio is 101,78% which indicates that the number of men is far more than the number of women.

One of the community service problems that arise in South Tangerang is a public service which is not optimal. Therefore, researcher interested in researching on public services which is not optimal in South Tangerang District .

To provide optimum service to the community is needed motivation of work. Work motivation is one of the factors that determine the level of employee performance. Motivation is also associated with psychological factors a person as an expression of the relationship among attitudes, need and satisfaction that occur in human beings. Stimuli for humans are trying to meet the needs both material and non material. Compliance the needs of a material is the work motivation that comes from outside of individual employee but a great influence on the psychological condition of an employee satisfaction. The fulfillment of the needs of employees, minimun basic needs, employees will be more focus in their work and performed in accordance with the demands of their profession. Research on motivation and job satisfaction which is conducted by earlier researcher, among others; Listiyanto and Setiaji (2007) were conducted a study by title Influence of Motivation, Satisfaction and Work Discipline for Employee Performance (Case Study in Employees Environment at PDAM Office in Surakarta). The result showed that he variables of motivation, job satisfaction and work discipline are proved to have a positive influence and significant impact.

Table 2. The number of population of South Tangerang in 2014

No.	District	Men	Women	Population	Sex Ratio (%)
1	Serpong	75.375	76.524	151.899	98,50
2	Serpong Utara	70.915	71.413	142.328	99,30
3	Ciputat	105. 746	102.139	207.885	103,53
4	Ciputat Timur	95.937	94.478	190.415	101,54
5	Pamulang	155.700	152.572	308.272	102,05
6	Pondok Aren	167.894	163.750	331.644	102,53
7	Setu	37.200	35.527	72.727	104,71
Jumlah		708.767	696.403	1.405.170	101,78

Source: South Tangerang in Angka 2014, BPS South Tangerang

Assessment of the service quality is not based on the recognition or assessment of service provider, but it is given by subscription or a recipient of services. However, there is no standard that can be used as a general measure of service quality. According to Goetsch and Davis (2003), quality is a dynamic condition relating to products, services, people, processes and environments that meet or exceed the expectation. This due to the element of subjectivity in self service recipients, one may assess a service received has been satisfactory but not satisfactory for others.

The level of public satisfaction with the services of the public sector is still quite low, it is evidenced from several empirical studies on the service quality in local government bureaucarcy. Based on several studies conducted by academics and bureaucrats on public services in Indonesia, the conditions are still often "considered" not good and satisfactory . It is showed from the conclusions made by Dwiyanto *et al., .* (2003) in the GDS (Governance and Decentralization) 2002 in 20 provinces in Indonesia about the performance of public services mentioned "general practice of public service is still far from the principles of good governance" (2003). According to Tse and Wilton, in M.N. Nasution (2004), the customer's satisfaction or dissatisfaction is the public response to the evaluation of discrepancy between prior expectations or actual performance product that is perceived after usage.

Thus, based on the initial observations that work motivation of government officials played a role in reliazing the quality of public services in South Tangerang

District level. Empirical reality in the district level, indicates the presence of the community complaint in dealing with officials in the district, for instance make the letters seem difficult, it takes a lot of requirements, the settlement process is not timely, convoluted procedures, uncertainty administrative costs and so forth. From this observation the authors are interested in further researching and analyzing the impact of motivation and the service quality of apparatus to satisfaction community in the district level of South Tangerang.

Based on the background described, the formulation of the problem in this study is there are services to the community that not meet the standards of service principles as stipulated in Decree No. 25 of 2004 MENPAN. Whereas the purpose of this research is for realize the people's satisfaction through service excellence by increasing motivation and service quality of the civil servants apparatus in South Tangerang's district office. This research is expected to be beneficial in terms of both scientific and practical terms, namely from the scientific, the results of this study are expected to be useful and contribute to develop the knowledge, especially those related to the field of human resources department and services to the community. From the practical side, The result of research can provide input for South Tangerang City Government in formulating policies to realize the improvement of the service quality to the community.

Employee motivation is used to mention the motivation in the workplace oftenly. In management is often used to explain the motivation that has to do with a job. Limitation of motivation by Yukl (2005) defined as the process by which the behavior is driven and directed. These limits could mean that motivation is the gift or the onset of motives. Can also be interpreted as a state of the motive. This restriction causes the work motivation in the psychology of work commonly called morale booster. For more details, can be described as follows.

a. Motive, is a stimulant desire and willingness to work one's locomotion. Each motif has a specific goal to be achieved. The urge to do something specific changes can be caused by the ideas of the employees themselves as well as from outside themselves. The reasons that encourage people to do something caused by the requirements that must be met. Hasibuan (2007) divides human needs into three requirements: (1) the needs for achievement, (2) the need for affiliation and (3) the need for power. The needs for achievement is the driving force that motivates a person's morale. The need for affiliation, become the driving force that will motivate a person working spirit. While the need for power, is the driving force that motivates employee morale.

b. Expectancy, is an opportunity given to the behavior occurs because the achievement of objectives. In general, expectations can be interpreted as something temporary belief in oneself that a particular action will be followed by results or subsequent action. Simply put this theory states that the motivation of a person in an organization depends on expectations.

c. Incentive, is motivated (stimulating) subordinate to give a gift (reward) to those who excel on standardized achievement that will increase employee morale subordinates (Hasibuan, 2000).

Initially defining and measuring quality is more focused on tangibles products (goods), while the service a bit neglected because it seems more difficult to define and measure. Therefore there is no unanimous agreement on the conceptualization and measurement of service quality (Carman, 1990 in Aydin and Ozer, 2005). Zeithaml (1988) stated the quality of customer service is the assessment of the overall excellence or superiority of services. To understand more about the quality of

services, need to know the general attributes of the service. Attributes of services consists of :

a. Intangible services;
b. Heterogeneous services, meaning that performance varies depending care services providers and recipients of services;
c. Services can not be saved and need to be tested and tested again all the time;
d. Production of separate services of consumption (Grönroos, 1990).

Due to its wide range of attributes, the quality of services is more difficult to measure than the quality of the goods. Measuring the quality of services is associated with the delivery of services than its output (Cody and Hope, 1999).

Quality of services is seen as a critical factor profitability and success of the company. There are two things that need to be highlighted in assessing the contribution of service quality to profitability. First, the quality of services can provide differentiation and competitive advantage in attracting new customers and establish market share (Venetis and Ghauri, 2000).

Furthermore, the quality of services can encourage customers to re-purchase, purchase more, low price sensitivity, and share good experiences with others (Venetis and Ghauri, 2000). For example, Bloemer *et al.,* (1998) and Jones *et al.,* (2002) showed a positive correlation between the quality of services with the intention of repurchasing, recommendations and resistance to other product offerings.

As recommended in the study Hallowell, *et al.,* (1996), that the testing of the concept of internal service quality produce complex output. This is because the composition of which varies for different organizations in different situations also, encourage further research in the field of internal service quality as that done by Kang, *et al.,*(2002) which uses a modified SERVQUAL instruments for field service. Likewise Voss, *et al.,*(2005) examined the relationship between service quality and performance interdepartmental front-line employees with the service, supply chain, and financial performance.

Hallowell, *et al.,*(1996) also stated that the quality of internal services gained little attention in empirical studies although theoretically have been discussed as Barnard (1938). After decades of Barnard (1938), the concept of internal service quality began to be tested holistically. Empirical research regarding the "service quality" to measure the overall performance of the company focused mostly on consumer services (consumer service quality) as in Parasuraman, *et al.,* (1995).

According to Dessler (2004), quality is the totality of appearance and characteristics of a product or service related to its ability to meet the needs of the search. According Goetsch and Davis (2003) quality is a dynamic condition relating to products, services, people, processes and environments that meet or exceed expectations. According to Schuler (1997) quality or means providing products and services that consistently follow all dimensions of quality in one single effort. Diverse definitions of quality is due to differences in perspectives or views are used. For a company that is engaged in the field services, the dimensions of service quality according to Schuler (1997) includes some of the following.

a. Tangible, means that the physical setting of the services, such as location, employees, communication materials and equipment.
b. Reliability, the ability to perform the promised services are reliable and accurate.
c. Fast response, the extent to which employees help customers and provide prompt and appropriate services.

d. Guarantee, which shall include knowledge, courtesy and ability of employees to maintain the trust and confidence.

e. Empathy, the attention and concern for the individual consumer.

Meanwhile, according to Parasuraman (2003) dimension to the quality of services includes the following five:

a. Tangible that everything tangible and can be seen include some of the following: physical facilities, equipment, personnel and medium of communication.

b. Reliability is the ability to provide services promised to promptly and satisfactorily.

c. Responsiveness that is the desire of the staff to help customers and provide service with a response.

d. Assurance that includes the ability, courtesy and trustworthiness that of the staff, free from danger, risk, or doubt.

e. Empathy is a sense of understanding and concern include the ease of having good communication and understanding the needs of customers.

Based on research conducted Enceng and El Anshori (2012) at the district office Jatinangor Sumedang Regency, employee motivation significantly affect the quality of public services. The higher the motivation to work apparatus districts, the higher the perceived quality of public services. These results were later confirmed by Zuhdi and Mayarni (2013) in a study conducted at the Department of Population and Civil Registration Pekanbaru.

Grisaffe (2001) showed satisfaction is an indicator of the suitability of expectations with reality. Satisfaction is one of the drivers of recommendation and repeat purchase intention. When customers receive the service in accordance with expectations, the customer is likely to be satisfied (Reichheld, 1996). Gustafsson and Johnson (2002) noted that Volvo is an example of a company with a lot of loyal customers who spend more money for the company.

Based on the principle of service as stipulated in Decree No. 25 of 2004 MENPAN, there are 14 minimum elements that must exist for the measurement basis of community satisfaction index, among others: (a) procedures, (b) the terms of service, (c) the clarity of care workers, (d) disciplinary care workers, (e) the responsibility of service personnel, (f) the ability of service personnel, (g) the speed of service, (h) obtain justice services, (i) the courtesy and hospitality officer, (j) the reasonableness of the cost of services, (k) assurance service charges, (l) assurance service schedules, (m) environmental comfort, (n) security services.

Several previous studies have shown that satisfaction is directly influenced by the motivation and the quality of services. Alain and Marcelus (2015) on research conducted in private higher education insitution showed a strong influence employee motivation for student satisfaction. As well as with research Awan *et al.,*(2014) resulted in the satisfaction of bank customers directly affected by the motivation of workers.

Besides influenced by worker motivation, satisfaction was influenced by the quality of jasa. It is seen from the results Rezha *et al.,*(2013) on the recording e-KTP services in Depok and hotel services Pelangi in Malang. Influence the quality of services to satisfaction occurs directly. Improving the quality of services will improve customer satisfaction.

1.1. Framework

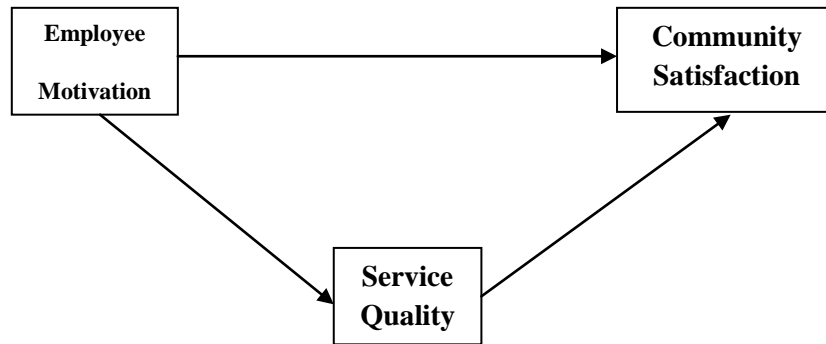Framework underlying this study is described with the following models :

Figure 1. Framework

Based on the above framework, the hypothesis of this study is:
1. There is the influence of employee motivation to service quality
2. There is the influence of employee motivation to community satisfaction
3. There is the effect service quality to the community satisfaction

2. Research Methods
2.1. Location
The experiment was conducted on the entire civilian state apparatus in South Tangerang district office. While the people in question are all members of the public who use the services provided South Tangerang district office. The object of this study only involves five districts in South Tangerang, namely Serpong, Ciputat, Pamulang, Setu and Pondok Aren. Researchers assume that the five districts are already representative of the population as a whole. Implementation of data collection was carried out in August-September, 2014.

2.2. Types and Sources of Data
Data used in the study there are two types, namely primary and secondary data. Primary data is research data which is obtained directly from the original source and the data collected specifically to answer the research question in accordance with the wishes of researchers. Secondary data is data obtained by researchers indirectly through intermediaries. Secondary data is generally in the form of evidence, records or historical reports that are arranged in the archives published and unpublished .

2.3. Methods of Sampling
In this study, data collection was done in 5 districts, namely Serpong, Ciputat, Pamulang, Setu and Pondok Aren. Determination of 5 sub-districts based on an assessment of the ability of researchers sampling. The sample is partially or representative of the population studied. The size of the sample as a statistical method for estimating the yield basis of sampling error. The sampling method used in this study is nonprobability sampling.

2.4. Method Of Collecting Data
Primary data were collected through survey method, by distributing questionnaires at study sites. The questionnaire consists of two kinds, namely a questionnaire to apparatus and a questionnaire to the public. In addition to the primary data, this research requires the secondary data obtained and compiled from various literature, books, journals, theses, dissertations and data from the internet that are considered relevant. Measurement data will be conducted using a Likert scale with the size as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Less Agree, 4 = Agree, 5 = Strongly Agree.

2.5. Data Analysis

Once the data is collected, the analysis was done descriptively and quantitatively. Descriptive analysis using descriptive statistics. While quantitative analysis used analysis of Structural Equation Modeling (SEM) with the support of software LISREL 8.7.

2.6. Validity and Reliability

The instruments are valid means of measuring instruments used to obtain data (measure) were valid. Valid means that the instrument can be used to measure what should be measured (Sugiyono, 2008). Having tested the validity, reliability test is then performed to determine the extent to which an instrument can be trusted. Reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data (Sugiyono, 2008).

In this study, the validity and reliability will be using Confirmatory Factor Analysis (CFA) with the support of software Linear Structural Relationship (LISREL) 8.7. Measurement model in which a latent variable is measured by one or more variables observed often referred to as CFA model (Wijanto, 2008).

CFA is based on the reasons that the observed variables are not perfect indicators of latent variables or constructs underlying certain. In CFA, where a latent factor has some indicators and the indicators can be measured directly.

In the analysis of the factors in the CFA, the model established in advance, the number of latent variables determined by the analyst, the influence of an unobserved latent variable to variable determined beforehand, some direct effects of latent variables on the observed variables can be set equal to zero or a constant, measurement errors may be correlated, covariance latent variables can be estimated or determined at a certain value and parameter identification is required.

The usage of SEM allows researchers to examine the relationship between complex variables to obtain an overall picture of the overall models. According to Hair *et al.,* (1998) questions the validity of which is an indicator to measure the specific latent variables assessed by testing whether all loading it real, which has a value of $t \geq$ t-test (1.96 at the significant level of 5 percent).

2.7. SEM Analysis

According Joreskog and Sorbom (1996) structural equation models or SEM is a dual technique that can be used to describe the inter-relationship of linear simultaneous observation variables which also involves a latent variable that can not be measured directly. SEM can be used to analyze complex causal relationships, in which there are latent variables and indicator variables.

The relationship of each attribute lines in the formation of the influence of the structural model of work motivation, quality of service, and satisfaction of the people, where the latent variable of work motivation has 23 indicator variables, namely X1, ... X23 , latent variable quality of service has 45 indicator variables, namely X24, ...X68, and community satisfaction latent variable has 19 variable indicators of Y1, ...Y19.

3. Result and Discussion
3.1. Overview of South Tangerang

South Tangerang as the youngest city located in the eastern part of Banten province, north is directly adjacent to the province of Jakarta and Tangerang, east bordering lanngsung the province of Jakarta and Depok, south by the district of Bogor and Depok, and next western border with Tangerang district. The total area of South Tangerang of 147.19 km^2 with the largest area is sub-district with an area of

Pondok Aren 2,988 Ha or 20.30% of the total area of the city of South Tangerang, while districts with the smallest is Setu with an area 1,480 Ha or 10.06%.

The total area of urban villages or rural villages in the area over 400 Ha located in the district of Pamulang. While the sub-disctrict or villages with an area under 150 Ha located in the district Serpong namely Cilenggang and Serpong and villages in the district of North Serpong namely Jelupang village.

Table 3. Data Geographic South Tangerang

Subject	Unit	Value
Area	km^2	147,19
Height	m dpl	25
Widest Area (Pd. Aren)	Ha	2.988
Smallest Area (Setu)	Ha	1.480
Widest Village Area (Pd. Cabe Udik)	Ha	483
Smallest Village Area (Jelupang)	Ha	126

Source: South Tangerang in Angka 2014

Figure 2. District in South Tangerang

Number of Civil Servants (PNS) in the South Tangerang government has decreased by 1.17% over the previous year or from 5,186 civil servants in 2012 to 5,177 civil servants in 2013. The following table the number of civil servants in South Tangerang administration.

Table 4. The number of civil servants in South Tangerang Government

PNS	2012	2013
Men	3.177	2.300
Women	2.009	2.877
Total Number	5.186	5.177

Source: South Tangerang in Angka 2014

The total area of 147.19 km^2 South Tangerang has a population of 1,443,403 inhabitants in 2013 with a population density of 9,806 people per km^2, it means that in South Tangerang each 1 km^2 average inhabited by a population of 9,806 people. The highest population density in the district of East Ciputat in the amount of 12,539 people per km^2. This will result in more dense the population in South Tangerang if it can not reduce the rate of growth of its occupation.

3.2. Characteristics of Respondents
3.2.1. Characteristics of Respondents District Officials

In the respondent profile government officials outlined regarding employment status, gender, age, education, past, rank/class, position and tenure. Based on the results of questionnaires to the apparatus districts in South Tangerang in 5 districts of the 7 districts in South Tangerang, collected 210 questionnaires that can be processed into research data. The profile of respondents apparatus districts that have filled the questionnaire are as follows.

Table 5. Characteristics Respondents Apparatus Subdistrict

Question	Remark	%
Employement Status	PNS	29%
	Non PNS	71%
Gender	Male	67%
	Female	33%
Age	$\leq$ 20 years old	5%
	21 - 30 years old	37%
	31 - 40 years old	31%
	41 - 50 years old	20%
	$\geq$ 51 years old	7%
Last Education	SMU	52%
	DIII	11%
	S1	35%
	S2	1%
Rank/Class	Golongan II	28%
	Golongan III	72%
Position	Operator	1%
	Executive	80%
	Treasurer	1%
	PLKB	10%
	Kasubag/ Kasi	9%
Work Period	$\leq$ 3 years old	45%
	4 - 8 years old	30%
	$\geq$ 8 years old	25%

Source: Data processed

Based on the table above, most respondents are male as much as 59%, while the remaining 41% are women. Respondents were concerned with the district office in South Tangerang aged around 21-30 years by 32%, followed by over 40 years as much as 30%. People aged under 20 years is the smallest number of respondents is only 15%. Based on a service districts, Serpong and Setu biggest contribution respectively 24%, while the smallest East Ciputat about 14%. Most respondents came to the district office for a KTP (49%), while the other is moving letter 12%, 11% family card, and jamkesmas 3%.

3.2.2. Characteristics of Respondents Society

In the public profile of respondents described on gender, age and service purposes. Based on the results of questionnaires to the communities in South Tangerang in 5 districts of the 7 districts in South Tangerang, collected 210 questionnaires that can be processed into research data. The profile of respondents community who have filled out a questionnaire is as follows.

Table 6. Characteristics of Respondents Society

Question	Remark	%
Gender	Male	59%
	Female	41%
Age	≤ 20 years old	15%
	21 - 30 years old	32%
	31 - 40 years old	23%
	≥ 40 years old	30%
Public Distribution	Ciputat Timur	14%
	Pamulang	18%
	Pondok Aren	19%
	Serpong	24%
	Setu	24%
Service Purposes	IMB	4%
	Jamkesmas	3%
	KK	11%
	KTP	49%
	SKDU	5%
	Surat Pindah	12%
	Surat Ket. Domisili	8%
	Others	8%

Source: Data processed

Prior to data collection overall, in this study done first test (pretest) to a questionnaire study involving 30 respondents. The data is processed using SPSS 17.0 pretest to determine the validity and reliability of indicators and constructs.

3.3. Validity Test

Validity test is done by means of bivariate correlation between scores of each indicator with a total score of the construct. The validity of the test results indicate that an invalid indicator of the construct of quality of service is the service support facilities at the district office, where service/guest service counter, a comfortable lounge area, ample parking space available, appearance and neatness of service personnel, sub-district organizational structure is quite clear, the system district office security is quite good and the strategic location of the district office. While the satisfaction construct society, there is only one indicator is invalid district office security system is quite safe. While on the constructs of motivation, which is not a valid indicator is conducive working atmosphere, comfortable workplace, office equipped with a supportive working environment, safety in performing the task and leaders receive suggestions and criticism of subordinates.

3.4. Reliability Test

Test reliability was measured only once (one shot) where the measurement results compared with other questions or measure the correlation between answers to questions. A construct is expressed reliable if it gives Cronbach alpha values > 0.60 (Nunnally, 1967). In this study, all three constructs had a Cronbach alpha value greater than 0.60. Reliability of service quality has a value of Cronbach alpha of 0.968, satisfaction has a value of Cronbach alpha of 0.955 and motivation has a value of Cronbach alpha of 0.870.

3.5. Data Process Lisrel

After the pretest to 30 respondents, then researchers to test the validity and reliability of the 210 respondents. From the results of the validity and reliability, obtained by CFA on all indicators of service quality construct valid, the construct of community satisfaction invalid indicator that clarity service procedures. On employee motivation constructs, invalid indicator is there an opportunity to grow and progress based on their talents and interests, can be accepted by others in the work environment, leadership attention in terms of task completion and leaders appreciate the work of employees.

3.6. Hypothesis Test

From the results of hypothesis test, motivation modifier variables have a significant impact on the quality of service of 0.15 to 2.10 t- value (t-value $\geq$ 1.96). While the influence of motivation on satisfaction was not significant, because it has a coefficient of 0.03 with only constructs t-value of 0.86 (t-value < 1.96). In addition, modifier service quality variables have a significant impact on satisfaction with the value of 0.89 t-value 7.79 (absolute value = 1.96). This can be seen in the following table.

Table 7. Result of Hypothesis Test

Describe	T – value	Estimation	Conclusion
Motivation → Service Quality	2,10	0,15	Accepted Hypothesis
Motivation → Satisfaction	0,86	0,03	Rejected Hypothesis
Service Quality → Satisfaction	7,79	0,89	Accepted Hypothesis

3.6.1. Influence of Employee Motivation on Service Quality

Based on the table above, note that the motivation of workers found to significantly have an influence on the quality of services. These results are consistent with predictions that the motivation of workers that affect the quality of services. This study resulted in the finding fits with previous research conducted Zuhdi and Maryani (2013) about the motivation and the quality of service of the office of Population and Civil Registration Pekanbaru. In addition, the results of this study support the research hyacinth and El Anshori (2012) related services district office Jatinangor Sumedang District.

3.6.2. Influence of Employee Motivation on Satisfaction

The test results indicate that the hypothesis 2 proved to be insignificant. This study is not consistent with previous research that showed the influence of the motivation of workers to the satisfaction of the people (Alain & Marcelus, 2015; Awan *et al.,* ., 2014). However, the motivation of workers still affect the satisfaction indirectly through the quality of services. That is, increase worker motivation does not automatically increase public satisfaction. People first need to feel the quality of services as a result of an increase in the motivation of workers to obtain satisfaction.

3.6.3. Influence of Service Quality on Satisfaction

This study proves that the quality of services direct and significant impact on people's satisfaction. These results are consistent with the findings Rezha *et al.,* . (2013) on the study of e-ID card recording services in Depok and Normasari *et al.,* . (2013) about the service of Hotel Pelangi in Malang. Therefore, the SDO staff in Tangsel need to be aware that the quality of service should be improved because a major impact on society as a service user satisfaction.

3.7. Estimation Each Indicators Against Construct

Contributions indicator of motivation, quality of service and satisfaction of the people can be seen in the following table.

Table 8. Indicator Contributions of Motivation, Service Quality and Community Satisfaction

Construct	Indicator		Statement	Loading
Motivation	VAR	66	There is an opportunity to develop a career	0,09
	VAR	67	Received an award from the boss when performing	0,04
	VAR	68	I received income quite appropriate	0,10
	VAR	70	Respected by others in the work environment	0,05
	VAR	73	Attitude and good leaders behavior to employee	0,04
	VAR	78	Leaders seek to discuss problems at work	0,09
	VAR	79	Leaders urge to communicate in completing a task or job	0,13
	VAR	80	Leaders work to discipline wisely	0,13
	VAR	81	Leaders give praise to the work completed on time	0,14
	VAR	82	Leaders are responsible if anything goes wrong in working procedures	0,09
	VAR	84	I was satisfied with the standard salary I received	0,30
	VAR	85	I was satisfied with the incentive that I received	0,27
	VAR	86	I was satisfied with the health benefits given to me and family	0,23
	VAR	87	I was satisfied with the annuity that I will receive	0,30
Service Quality	VAR	6	Cleanliness at the district office	0,14
	VAR	7	Decoration of the district office space	0,18
	VAR	8	Services provided to the public is accurate	0,05
	VAR	9	Services provided to the public is consistent	0,12
	VAR	10	Services provided can be trusted	0,10
	VAR	11	District employees help community well in providing excellent services	0,16
	VAR	12	District employees become good listener and resolve complaint that filled by community	0,10
	VAR	13	District emplyees do each task quickly and accurately	0,14
	VAR	14	District employees response in each issues facing the community	0,13
	VAR	15	District employees is able to complete each job with good	0,08
	VAR	16	District employees have highly skilled in services process	0,05
	VAR	17	District employees are competent in services process	0,13
	VAR	18	District employees have knowledge in performing daily task	0,07
	VAR	19	District employees understand with any given task at district office	0,08
	VAR	20	Educational background of employees are highly influenced	0,10
	VAR	21	Attitude and behavior of employees are good in providing services	0,12
	VAR	22	District employees can be polite in providing services	0,15
	VAR	23	District employees can be friendly in providing services	0,10
	VAR	24	District employees are always smilling in providing services	0,12
	VAR	25	District employees are fun in providing services	0,10
	VAR	26	District has a good reputation	0,14
	VAR	27	Public believes the services performed by the employee (Transparent, Accountable, Honest)	0,16
	VAR	29	Procedures of district are appropriate	0,12
	VAR	30	Placement of employee in the organizational structure in accordance with the capabilities in the execution of daily task	0,10
	VAR	32	There is assurance at the district office (No Brokers, No Thugs, No Extortion)	0,05
	VAR	33	The security guard has been working in accordance with the rules	0,11
	VAR	34	District office location can be reached easily without obstacle	0,11
	VAR	35	The condition of the road at the district office (Asphalt, Concret, Stone)	0,07
	VAR	36	Transportation is available to the district office (Public transportation)	0,09
	VAR	38	District employees can communicate clearly (Communicative)	0,11
	VAR	39	Submission and explanation of services are easy to understand	0,20
	VAR	40	Information needed are easy to obtain	0,17
	VAR	41	Employee always explain things that have not known or understood by the community (New Information)	0,17
	VAR	42	Employees inform about procedure of service to the community	0,14
	VAR	43	District employees are responsives to any problems that exist in the community (In the document creation, Licensing)	0,15
	VAR	44	District employees are responsive to the main needs of the people (Security, Recognition of the rights, Obligations, etc.)	0,14
	VAR	45	District office can accept criticism and advice that is given by community	0,14

Table 8. *(Continued)*

Community	VAR	47	The procedure of service is straightforward	0,10
Satisfaction	VAR	48	Terms of service is easily	0,14
	VAR	49	Terms of service in accordance with regulations	0,14
	VAR	50	Clarity and certainty personnel who providing services	0,20
	VAR	51	Officers are disciplined in providing services	0,22
	VAR	52	Officers are responsible in providing services	0,15
	VAR	53	Officers are able to provide services	0,18
	VAR	54	Officers are skilled in providing services	0,14
	VAR	55	Officers are quick in providing services	0,15
	VAR	56	Officers are appropriate in providing services	0,12
	VAR	57	Officers are fair in providing services	0,15
	VAR	58	Officers are polite in providing services	0,12
	VAR	59	Officers are friendly in providing services	0,19
	VAR	60	Reasonable costs incurred services	0,16
	VAR	61	The costs determined in accordance with the service obtained	0,21
	VAR	62	Certainty of settlement services in accordance with the prescribed period	0,17
	VAR	63	District office environment is conductive	0,16

In the construct of motivation to satisfaction, the highest contribution of employees were satisfied with the standard of salary and employees are satisfied with the annuity will be accepted. Followed by employees were satisfied with the incentives were acceptable and medical benefits provided by the employee and family. While the lowest contribution is the employee received an award from superiors when performing as well as the attitudes and behavior of good leadership to employees.

Next on construct quality of service to satisfaction, the highest contribution is the delivery and easy to understand explanation of the service, followed by office space arrangement. However, there are 3 variables with lowest contribution that service provided to the public is accurate, employee districts in the process of highly skilled service, and there is security at the district office (such as extortion).

In the constructs of community satisfaction is the highest contribution in providing services officer discipline, followed by clarity and certainty officers who provide services. The procedure is straightforward services is variable with the lowest contribution.

4. Conclusion

In the construct of motivation to satisfaction, the highest contribution of employees were satisfied with the standard of salary and employees are satisfied with the annuity will be accepted. Followed by employees were satisfied with the incentives were acceptable and medical benefits provided by the employee and family. While the lowest contribution is the employee received an award from superiors when performing as well as the attitudes and behavior of good leadership to employees.

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