

The Influence of Service Quality of Periodic Salary Administration on Government Employee Satisfaction in the West Java Province

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Abstract

This study aims to determine how much influence the quality of periodic salary increase administration services has on the satisfaction of Civil Servants of the West Java Provincial Government partially. The research method used in this research is descriptive research method and quantitative data analysis. The number of samples in this study were 52 respondents and were employees of the West Java Provincial Government. Data collection techniques in this study by observation and giving questionnaires to respondents. In proving and analysing this, validity and reliability tests, simple linear regression tests, and t (partial) tests were used. The results of this study indicate that in partial testing (t test) the tcount value of service quality (X) is $3.735 > t \text{ table } (2.008)$ with a significant level of $0.029 < \text{probability } (0.05)$, then H_a is accepted and H_o is rejected. Thus, the results of hypothesis testing in the t test (partial) show that there is a positive and significant influence between the service quality variable (X) on the employee satisfaction variable (Y). In general, the results of this study indicate that the quality of periodic salary increase administration services at the Regional Personnel Agency of West Java Province has a significant effect on the satisfaction of Civil Servants of the West Java Provincial Government.

Keywords: Employee Satisfaction, Periodic Salary Services, Service Quality

Introduction

Employee satisfaction in an institution is a motivation for employees to carry out their duties optimally and produce excellent service quality, both in business organizations and public organizations. Employee satisfaction has an influence on the quality of service; the quality of public services shows the criteria for the implementation of excellent public services. Hardiansyah (2013), states that the quality of good public services has five dimensions that determine the quality of public services that are felt by the community, namely: tangibles (physical evidence),

reliability (trust), responsiveness (responsiveness), assurance (guarantee), and empathy (empathy).

A government system that was centralized and then changed to decentralization created enthusiasm and demands in society to feel changes both in the fulfillment of their basic rights and the right to the presence of good governance (good governance) and clean government (clean government) (Pokharel *et al.*, 2020). This is in line with the mission of the West Java Provincial Government, one of which is to realise "good governance" to improve the quality and equity of public services, and in accordance with the work promise of the Governor and Deputy Governor of West Java, namely to carry out bureaucratic reforms to improve government effectiveness, one of which is to improve the quality of public services..

In order to realise the mission of the West Java Provincial Government in developing fast and integrated staffing services and adapting to the COVID-19 pandemic situation, the West Java Provincial Regional Staffing Agency has built an Integrated Staffing Service Administration System. The system is a tool to facilitate and accelerate the processing of personnel administration proposals from each regional apparatus within the provincial government. All types of services contained in this application are integrated with the staffing database contained in the Regional Staffing Agency of West Java Province, namely the Integrated Staffing Management Information System. The types of services contained in this application include: (Electronic Executive Position), (Electronic Functional Position), e-Pension, e-Leave, e-(Satyadinding Karya Satya), e-(Periodic Salary Increase), e-Department, e-Learning Permit, e-Study Assignment, and e-Document.

The existence of this Integrated Personnel Service Administration System is a service to civil servants of the West Java Provincial government that is better and easier than before, and also as an effort to facilitate the management of personnel administration online in each regional apparatus. One of these administrative services is the Integrated Personnel Service Administration System which has high enthusiasm for service users who have an interest in the services provided by the Regional Personnel Agency of Performance Province is e- (Periodic Salary Increase).

Periodic salary increase is a salary increase given to Civil Servants who have reached the service period determined for periodic salary increases, which is every 2

years and if they meet the requirements based on applicable laws and regulations. The West Java Provincial Government has implemented a periodic salary increase system since 2017 through the e-Calendar Salary Increase application, where each regional apparatus no longer needs to apply for periodic salary increases for Civil Servants manually and use physical files or reduce paper. Every Civil Servant who will be given a periodic salary increase will be processed automatically by the system, provided that the name of the Civil Servant who will be given a periodic salary increase has appeared on the Periodic Salary Increase Garda page on the Integrated Personnel Management Information System Application no later than 3 months before the Periodic Salary Increase Starting Date.

Periodic salary increase service is a system where each regional device has an operator to operate the e-Calendar Salary Increase system with the aim of facilitating the management of personnel administration online in each regional device in West Java Province. Periodic salary increase services certainly require good communication between regional device operators and Regional Civil Service Agency operators. But in reality there is often miscommunication between regional device operators and Regional Civil Service Agency operators. Where it should be 3 months before the periodic salary increase, the regional apparatus operator must submit a proposal for a periodic salary increase on the security page in the e-Calendar Salary Increase application. But in reality, regional apparatus operators are often late in submitting their proposals.

The implementation of staffing services based on this online system certainly requires employees who are competent in their fields (Pakpahan & Hidayati, 2021). Meanwhile, the Regional Civil Service Agency of West Java Province only has one operator who manages e-Calendar Salary Increase, this number is very insufficient when viewed in terms of the large amount of e-Calendar Salary Increase employee data that must be processed. In addition, there are also several complaints from employees where sometimes there are errors in the name and Employee Identification Number on the Decree on periodic salary increases, the cause is the delay in updating employee data in the Integrated Job Management Information System because the e-Calendar Salary Increase data comes from Integrated Job Management Information. This will have an adverse impact on periodic salary

increase services where employees are late in obtaining periodic salary increase decrees and cause delays in salary increases.

Of course, good service must be supported by adequate facilities and infrastructure (Spöttl & Windelband, 2021). Meanwhile, the supporting infrastructure used in periodic salary increase services at the Regional Staffing Agency of West Java Province can be said to be less supportive, such as supporting infrastructure that still uses computers with low specifications, frequent interruptions in the internet network during working hours, and the unavailability of call centre services, a special service centre that functions as a means of liaison with direct operators for handling and complaints. These things result in delays in e-Calendar Salary Increase services in the Regional Government of West Java Province. The periodic salary increase e-service that is currently occurring at the Regional Staffing Agency of West Java Province will certainly have an impact on employee satisfaction within the Regional Government of West Java Province.

Based on the phenomenon of these problems, this study was conducted with the aim of knowing in depth about the effect of the quality of administration of periodic salary increases on civil servants of the West Java Provincial Government.

LITERATURE REVIEW

Service Quality

A service is an activity or benefit offered by a party to another party that is essentially intangible and does not result in the ownership of something; the production process may also not be associated with a physical product (Amelia & Hakim, 2020). Service, according to Yono & Hamdani (2022), is an intangible product or form that cannot be owned, lasts for a moment, or does not last long, but is experienced and can be felt by the recipient of the service. Saputra (2022), states the characteristics of services as follows:

- a) The concept Services are intangible, services are very opposite in nature to finished goods.
- b) The service in fact consists of real actions and is an influence whose nature is social action.

- c) Realistically, the production and consumption of services cannot be separated, as both take place simultaneously and in the same location.

Quality is basically a relative concept that depends on the viewpoint from which the qualities and requirements are determined. There are basically three quality orientations that should be in sync with one another, namely: 1) Consumer perceptions 2) Products or services; and 3) Processes. For tangible goods, these three orientations can almost always be clearly distinguished, but not for services (Lupiyoadi, 2013). Naini *et al.*, (2022), states that the concept of service quality is defined as the extent to which services meet customer needs and customer perceptions of service received. (Barusman, 2019) state that service quality consists of five dimensions of service functions: tangible, reliability, responsiveness, guarantee, and empathy.

Service quality has a major contribution to make in maintaining the relationship between users and service providers (Guo *et al.*, 2012). Service quality provides satisfaction and trust, which play an important role in shaping an organization's reputation (Junaedi *et al.*, 2020). Sheu & Chang (2022), stated that the dimensions of service quality must be able to meet efficiency, availability, and privacy in providing services. Excellent service quality will result in satisfaction from the recipient of the service concerned (Ali & Anwar, 2021).

Periodic Salary Increase Service

Periodic salary increase is a salary increase given to Civil Servants who have reached the service period determined for periodic salary increases, which is every 2 years, and who meet the requirements based on applicable laws and regulations. The West Java Provincial Government has implemented an automatic periodic salary increase system since 2017 through the e-Calendar Salary Increase application, where each regional apparatus no longer needs to apply for periodic salary increases for Civil Servants manually and use physical files or reduce paper. Every Civil Servant who will be given a periodic salary increase will be processed automatically by the system, provided that the name of the Civil Servant who will be given a periodic salary increase has appeared on the Periodic Salary Increase Garda page on the Integrated Job Management Information System Application at least 3 months before the Periodic Salary Increase Task Start Date.

In 2020, the application was further developed and integrated into the Integrated Personnel Service Administration System Application, where the printing process can be carried out by Operators of the Integrated Personnel Service Administration System in all Regional Apparatus within the Lampung Provincial Government, including by Operators of the Integrated Personnel Service Administration System in Senior High Schools, Vocational High Schools, and Special Schools throughout Lampung Province, as well as the payroll distribution process which was previously carried out manually through each treasurer, so that the intensity of meetings between Civil Servants and leaders is reduced and the bureaucratic process in periodic salary increase services becomes simpler.

Employee Satisfaction

Azhar *et al.*,(2019), define satisfaction as the level of one's feelings after comparing the performance or results he feels with his expectations. Basically, satisfaction includes the difference between expectations and the performance or results obtained. Eliyana *et al.*, (2019), state that employee satisfaction will increase commitment and create a conducive environment within the organization.

According to Dimiyati & Subagio (2016), there are five main dimensions of customer satisfaction, such as (1) price; (2) service quality; (3) product quality; (4) emotional factors; (5) Efficiency (convenience).

The Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 established criteria for creating community satisfaction surveys of public service delivery units, it is stated that at least government agencies as public service providers can be measured in nine (9) indicators, but in this study the authors only took seven indicators that were in line with the services provided, namely, among others:

1. Requirements, also known as criteria that must be met in order to manage a particular type of service, include both technical and administrative needs.
2. Completion time, or the time needed to finish every step of the service process for each type of service.
3. Product specifications for the type of service, namely the outcomes of services rendered and received under preset circumstances.

4. Executor competence, is the set of qualities that an executor must possess, including knowledge, skill, and experience.
5. Implementer behaviour, namely the officer's demeanor when rendering services.
6. Handling complaints, addressing concerns, ideas, and feedback, including the follow-up and complaint management process.
7. Infrastructure and facilities include everything that can be used as a tool for achieving goals and objectives. Infrastructure refers to anything that serves as the primary foundation for the execution of a process (business, development, or project). Facilities are utilized for both infrastructure for immobile items (buildings) and moving objects (computers and machines).

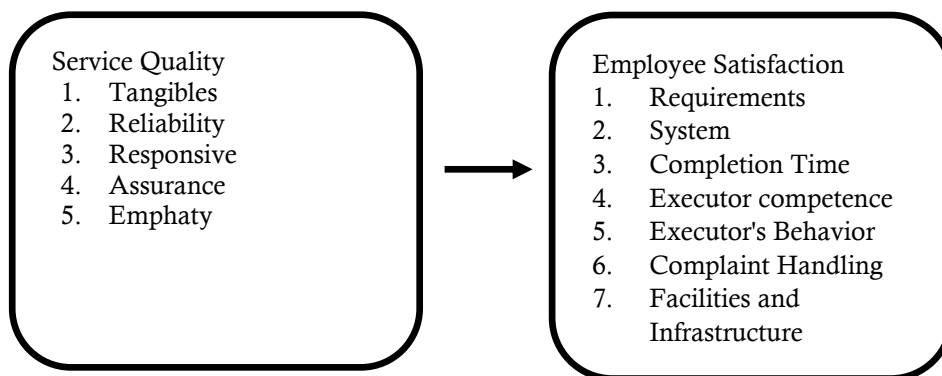


Figure 1. Conceptual Framework

Based on the research and description above, the statistical hypotheses in this study are:

1. Ha: The quality of administrative services for periodic salary increases affects the satisfaction of Civil Servants of the West Java Provincial Government.
2. Ho: The quality of administrative services for periodic salary increases does not affect the satisfaction of Civil Servants of the West Java Provincia Government.

Method

This research uses quantitative descriptive analysis method. Quantitative descriptive research aims to describe phenomena in detail or to provide systematic,

factual, and accurate descriptions of the facts and characteristics of particular populations.

This study consists of independent variables (independent variables), namely service quality, and the dependent variable (dependent variable), namely employee satisfaction. The research design, using analytical techniques and quantitative approaches, aims to find out and test the truth of the hypothesis. The population in this study consisted of civil servants of the West Java Provincial government who received periodic salary increases at the Regional Staffing Agency of West Java Province, totalling 7,266 people. Sampling in this study was carried out using the sample technique obtained in this study using incidental sampling technique as many as 52 respondents. The data collection technique in this study was to use a service quality questionnaire with 13 statement items and an employee satisfaction questionnaire with 13 statement items..

Table 2 Operationalization Variable

No	Variabel	Dimensi	Indikator
1	2	3	4
1	Service Quality Variable (X)	<p><i>a. Tangible</i></p> <p><i>b. Reliability</i></p> <p><i>c. Responsiveness</i></p> <p><i>d. Assurance</i></p> <p><i>e. Emphaty</i></p>	<p>1. Have clear service standards</p> <p>2. Use of assistive devices in service</p> <p>3. Appearance of officers/apparatus</p> <p>1. Accuracy of officers</p> <p>2. Handling of consumer complaints</p> <p>3. Timely service</p> <p>1. Ease of service process</p> <p>2. Communicative maids</p> <p>1. Officer expertise in serving</p> <p>2. Service security guarantee</p> <p>1. Prioritize the interests of the applicant</p> <p>2. Serving kindly</p> <p>3. Serve with courtesy and courtesy</p>

2	Employee Satisfaction Variable (Y)	<p>a. Terms of Service</p> <p>b. System</p> <p>c. Completion Time</p> <p>d. Executor Competency</p> <p>e. Executor's Behavior</p> <p>f. Handling and Complaints</p> <p>g. Facilities and Infrastructure</p>	<p>1. Clarity of service administrative requirements</p> <p>1. Ease of service stages</p> <p>2. Presence of service personnel</p> <p>1. Target service time according to the specified time</p> <p>2. The speed of service personnel in consumers</p> <p>1. Officer level of expertise and skills</p> <p>2. Knowledge of officers about service</p> <p>1. The sincerity of the officers to provide service</p> <p>2. Clarity of authority and responsibility of service personnel</p> <p>1. Does not differentiate between groups and community status</p> <p>2. Mutual appreciation and respect between staff and service consumers</p> <p>1. Clean and comfortable room conditions</p> <p>2. Supportive facilities and infrastructure</p>
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Result And Discussion

Validity Test Results

Validity tests are used to test the extent to which the accuracy of a measuring instrument embodies the concept of the phenomenon or event to be measured. The questionnaire is declared valid or appropriate if the value of $r_{count} \geq r_{table}$ and the significance value ≤ 0.05 . Validity Testing can be seen in the following table.

Table 3. Validity Test Results

Service Quality			
Item	r table	r Count	information
X1	0,553	0,951	Valid
X2	0,553	0,989	Valid
X3	0,553	0,957	Valid
X4	0,553	0,969	Valid
X5	0,553	0,733	Valid

X6	0,553	0,973	Valid
X7	0,553	0,939	Valid
X8	0,553	0,969	Valid
X9	0,553	0,989	Valid
X10	0,553	0,989	Valid
X11	0,553	0,611	Valid
X12	0,553	0,989	Valid
X13	0,553	0,973	Valid
Employee Satisfaction			
Item	r table	r count	information
X1	0,553	0,957	Valid
X2	0,553	0,978	Valid
X3	0,553	0,967	Valid
X4	0,553	0,986	Valid
X5	0,553	0,591	Valid
X6	0,553	0,962	Valid
X7	0,553	0,978	Valid
X8	0,553	0,940	Valid
X9	0,553	0,975	Valid
X10	0,553	0,950	Valid
X11	0,553	0,953	Valid
X12	0,553	0737	Valid
X13	0,553	0,957	Valid

Source: Data processed from SPSS 26, 2023

Test criteria to get accurate or valid test results if $r_{count} \geq r_{table}$, if $r_{count} \leq r_{table}$, then the test results are inaccurate or invalid. Based on the results of the validity test above, it can be seen that all statement items on the variable service quality and employee satisfaction are declared valid (legal) because the value of $r_{count} \geq r_{table}$, with the r_{table} value in this study using a significance level of 0.05 or 5% of 0.553 which is indicated by the value of each statement item which has a positive coefficient value and is greater than 0.553. Thus, the variables of service quality and employee satisfaction can be used as a valid measuring tool and can be relied upon and appropriate as a measuring tool in this study.

Reliability Test Results

Table 4. Reliability Test Results

Variabel	Cronbach's Alpha	Nilai r	Ket
Service Quality (x)	.987	0,60	Reliabel
Employee Satisfaction (y)	.986	0,60	Reliabel

Source: Data processed from SPSS 26, 2023

From table 4 it can be concluded that the results of the reliability test using the Cronbach's Alpha formula show that all variables have sufficient coefficients to meet the criteria to be said to be reliable or to show consistency above 0.60 so that for the next item on each of these variables it is appropriate to be used as a measuring tool in this research.

Normality Test

Table 5. Normality Test Results

N		52
Normal Parameters ^{a,b}	Mean	.00000
		.00
	Std. Deviation	2.5830
		.6053
Most Extreme Differences	Absolute	.110
	Positive	.053
	Negative	-.110
Test Statistic		.110
Asymp. Sig. (2-tailed)		.167 ^c

Source: Data processed from SPSS 26, 2023

Based on table 5 above that the results of the normality test using the standardized residual above, the Kolmogorov Smirnov significance value is obtained at 0.167. sig. The Kolmogorov Smirnov is higher than the significance level of 5% (0.05) or sig. ≥ 0.05 . This illustrates that the data of the two variables are normally distributed.

Linearity Test

Table 6. Linearity Test Results

<i>Between Groups</i>	<i>(Combined)</i>	83.82	18	4.65	.582	.887
		8		7		
	Linearity	7.641	1	7.6	.95	.336
				41	5	
	Deviation from Linearity	76.18	17	4.4	.56	.897
		7		82	0	
<i>Within Groups</i>		264.095	33	8.0		
				03		
<i>Total</i>		347.923	51			

Source: Data processed from SPSS 26, 2023

Based on table 6, the significance value (sig.) of the output above is the Deviation from Linearity Sig. is 0.897, greater than 0.05. So it can be concluded that there is a linear relationship between the quality of periodic salary increase

administration services and the satisfaction of Civil Servants of the Government of West Java Province.

Simple Linear Regression Analysis

Table 7. Simple Linear Regression Results

MODEL	UNSTANDARDIZED B	COEFFICIENTS STD. ERROR	COEFFICIENTS BETA	T	SIG
CONSTANT	52.437	2.410		21.756	.000
SERVICE QUALITY	.60	.057	.148	3.735	.029

Source: Data processed from SPSS 26, 2023

Based on the table above, it shows that the regression equation formed is:

$$Y = 52,437 + 0.60 X$$

From this equation it can be interpreted that:

$a = 52,437$ is a constant value, which means that if X is considered 0 then the service quality value is 52,437. This shows that if the independent variable is considered constant, then service quality has a positive influence on employee satisfaction.

$b = 0.60$ which is positive which means that every one percent increase in the service quality variable will increase employee satisfaction by 0.60 with other variables fixed.

The constant value of employee satisfaction is 52,437 indicating that the higher the service quality, the more it affects employee satisfaction. With a coefficient value of $X = 0.60$ indicates that the quality of service with employee satisfaction has a positive effect. Where the better the quality of service in the Regional Personnel Agency of West Java Province, the satisfaction of Civil Servants of the Government of West Java Province will increase.

Hypothesis Test

Table 8. T Test Results

Variabel	Sig. Count	Level Sig.	Ket
Service Quality	0,029	0,05	Significant
Employee Satisfaction	0,000	0,05	Significant

Source: Data processed from SPSS 26, 2023

The T count value for the service quality variable is 3.735 while the Ttable with the level (α) = 0.05, $NK = 52-2 = 50$ is 2.008. Based on the test criteria $Tcount \geq Ttable$, then H_a is accepted and H_o is rejected and the significance level is $0.029 \leq$

0.05, which means that partially the service quality variable has a significant effect on employee satisfaction.

Conclusion

Based on the results of the analysis of research data obtained from distributing questionnaires to Civil Servants of the West Java Provincial Government, it can be formulated the results of data analysis based on decision rules using simple linear regression test calculations, namely the results obtained by the T_{hitung} value of the service quality variable of 3.735 and T_{tabel} of 2.008, then $T_{hitung} \geq T_{tabel}$, then H_a is accepted and H_o is rejected and the level of significance is $0.029 \leq 0.05$. This means that partially the service quality variable has a significant effect on employee satisfaction. Thus, the conclusion in this study is that the quality of periodic salary increase administration services has a significant effect on the satisfaction of Civil Servants of the West Java Provincial Government..

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