



Determinants of Public Satisfaction in Correctional Services: The Roles of Organizational Commitment, Service Quality, and Employee Performance

Sutiyem¹, Dessy Trismiyanti², Yoserizal³, Yulina Eliza⁴

^{1,2,3} Sekolah Tinggi Ilmu Ekonomi Perdagangan

⁴ Sekolah Tinggi Ilmu Ekonomi KBP

Corresponding: yulinaeliza@gmail.com

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ABSTRACT

Public satisfaction is a key indicator in evaluating the quality of public services, particularly within government institutions that directly interact with the community. In the context of correctional institutions, public satisfaction reflects not only service quality but also fairness, transparency, and professionalism. This study aims to examine the influence of organizational commitment, service quality, and employee performance on public satisfaction at the Class IIA Padang Correctional Institution. This research adopts a quantitative approach using multiple linear regression analysis with SPSS version 16. The sample size was determined based on the Tabachnick and Fidell method, resulting in a minimum of 74 respondents. Data were collected through questionnaires and analyzed using classical assumption tests, t-tests, F-tests, and the coefficient of determination (R^2). The results indicate that organizational commitment, service quality, and employee performance have positive and significant effects on public satisfaction, both partially and simultaneously. Service quality is identified as the most dominant factor influencing satisfaction. The coefficient of determination (R^2) shows that 58.5% of the variation in public satisfaction is explained by the independent variables, while the remaining 41.5% is influenced by other factors. In conclusion, improving organizational commitment, enhancing service quality, and optimizing employee performance are essential strategies to increase public satisfaction in correctional institutions.

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INTRODUCTION

Public satisfaction is a fundamental indicator in assessing the quality of public services, particularly within government institutions that directly serve the community. In the context of correctional institutions, public satisfaction not only reflects perceptions of administrative service quality but also encompasses aspects such as fairness, transparency, and the professionalism of officials in carrying out their duties. The Class IIA Padang Correctional Institution, as part of Indonesia's correctional system, holds a strategic responsibility to deliver optimal services, both to inmates and to the wider community interacting with the institution.



From a theoretical perspective, public satisfaction is influenced by several interrelated factors, including organizational commitment, service quality, and employee performance. Within the framework of organizational behavior theory, organizational commitment refers to the level of emotional attachment, identification, and involvement of individuals within their organization (Meyer & Allen, 1991; Robbins & Judge, 2017). A high level of organizational commitment encourages employees to perform more effectively, enhances loyalty, and promotes more responsive service delivery. Therefore, organizational commitment serves as a critical foundation for achieving high-quality public services.

In addition, service quality plays a vital role in shaping public satisfaction. The Servqual model developed by Parasuraman, Zeithaml, and Berry identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988; Zeithaml et al., 2018). In correctional institutions, these dimensions are reflected in aspects such as service efficiency, clarity of procedures, staff attitudes, and the adequacy of facilities. High-quality service fosters public trust in government institutions, which ultimately contributes to higher levels of satisfaction.

Employee performance is another essential factor influencing public satisfaction. It refers to the outcomes achieved by individuals or groups in carrying out their assigned responsibilities (Mangkunegara, 2017). Good performance is demonstrated through effectiveness, efficiency, timeliness, and the ability to complete tasks according to established standards. In public organizations such as correctional institutions, performance is not only measured administratively but also in terms of the ability to provide humane, community-oriented services.

Empirical studies have consistently shown positive relationships between organizational commitment, service quality, employee performance, and public satisfaction. Research by Luthans (2012) and Armstrong (2020) highlights that organizational commitment significantly contributes to improved employee performance. Meanwhile, studies in the public sector indicate that service quality has a direct and significant impact on public satisfaction (Tjiptono & Chandra, 2016; OECD, 2021). Furthermore, employee performance has been identified as a key determinant in shaping public perceptions of service quality (Dessler, 2020).

Despite these findings, several challenges remain in improving public satisfaction within correctional institutions, including limited resources, bureaucratic complexity, and negative public perceptions. Therefore, an in-depth empirical investigation is needed to analyze the factors affecting public satisfaction, particularly at the Class IIA Padang Correctional Institution. This study is expected to provide data-driven policy recommendations to enhance public service quality in the correctional sector.

Based on the above discussion, this study aims to examine the influence of organizational commitment, service quality, and employee performance on public satisfaction at the Class IIA Padang Correctional Institution. The findings are expected to contribute both theoretically to the field of public management and practically to improving service quality within correctional institutions.

LITERATURE REVIEW

Public Satisfaction in Public Services

Public satisfaction is a key indicator for assessing the effectiveness of public service delivery, particularly within government institutions. From a public administration perspective, satisfaction arises from the alignment between citizens' expectations and the perceived performance of the services they receive. It is commonly measured using instruments such as the Public Satisfaction Index (IKM), which provides a comprehensive evaluation of service quality.

According to Roziqin and Syamiyah (2023), public satisfaction measurement serves as an essential evaluation tool to continuously improve the quality of public services, especially in the

government sector. Their findings suggest that public satisfaction functions not only as an outcome but also as a feedback mechanism for bureaucratic reform. Furthermore, Rochmah and Rosy (2022) argue that service quality has a significant impact on public satisfaction, particularly through dimensions such as reliability, responsiveness, and empathy. This highlights that public satisfaction is strongly influenced by the direct experiences of individuals when interacting with public services.

Organizational Commitment

Organizational commitment is an internal factor that plays a crucial role in shaping employees' behavior in delivering services. It reflects employees' emotional attachment, loyalty, and willingness to contribute to organizational goals. Research by Meilina and Widodo (2017) indicates that organizational commitment has a positive effect on public service quality, both directly and indirectly through organizational citizenship behavior (OCB). Employees with strong commitment tend to demonstrate proactive attitudes and provide better service.

Similarly, Nainggolan and Ginting (2019) found that organizational commitment significantly contributes to improving performance in the public sector, particularly through stronger working relationships and career development opportunities. This suggests that commitment is not solely a psychological aspect but is also influenced by organizational systems and practices. In the context of public services, Eliza et al. (2020) further highlight that employee commitment has a significant impact on public satisfaction and trust in government institutions.

Public Service Quality

Service quality is widely recognized as the most influential factor in determining public satisfaction. The servqual model explains that service quality is composed of five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Hasanuddin and Rony (2024), in their systematic literature review, found that service quality is shaped by multiple factors, including leadership, work discipline, and the adoption of technology. This indicates that service quality is a multidimensional construct. Furthermore, Fauziah et al. (2025) demonstrate that poor public service quality—such as complicated procedures and long waiting times—directly reduces public satisfaction. These findings are particularly relevant in the context of correctional institutions, which often face negative perceptions regarding the effectiveness of their service delivery (Iskamto et al., 2025; Obiweluozor & Ogunbiyi, 2022).

Employee Performance

Employee performance represents the tangible outcome of organizational processes, reflecting the effectiveness and efficiency of service delivery. High levels of performance contribute to improved service quality, which ultimately leads to greater public satisfaction. Yuliasari and Kusuma (2021), in their systematic literature review, found that organizational commitment and job satisfaction significantly influence employee performance in the public sector. This indicates that performance is not an isolated factor but is shaped by both psychological and organizational dimensions. Furthermore, Fauziah et al. (2025) demonstrated that employee performance has a significant impact on public satisfaction, particularly in terms of service speed and accuracy (Adeyemi, 2024; Efendi et al., 2025; Ghazali et al., 2023).

Research Gap

Although numerous studies have explored the relationships between organizational commitment, service quality, employee performance, and public satisfaction, several critical gaps remain. Existing research predominantly focuses on general public service institutions such as tax offices, public utilities, and healthcare facilities—while studies in correctional institutions are still limited, despite their distinct characteristics, including high security, limited public interaction, and persistent social stigma. In addition, prior studies tend to adopt a partial approach, often examining only one or two variables, which results in a lack of comprehensive models that simultaneously integrate organizational commitment, service quality, and employee performance.



Methodologically, the literature is largely dominated by quantitative approaches, particularly linear regression, with insufficient attention to behavioral and psychological dimensions such as motivation, organizational culture, and service ethics. Furthermore, most studies emphasize direct relationships between variables, without considering more complex interactions such as mediation and moderation effects for instance, the potential role of employee performance as a mediator or organizational culture as a moderator. The application of more advanced analytical techniques, such as SEM or PLS-SEM, also remains relatively limited.

Moreover, despite the growing importance of digital transformation in public service delivery during the 2020 - 2026 period, its influence on public satisfaction—especially within correctional institutions has not been widely examined. Therefore, future research is expected to adopt more integrative, context-specific, and methodologically sophisticated approaches, including the incorporation of technological factors, to provide a deeper understanding of public satisfaction in correctional service settings.

CONCEPTUAL FRAMEWORK

The conceptual framework of this study explains that public satisfaction, as the dependent variable, is influenced by three independent variables: organizational commitment, service quality, and employee performance at the Class IIA Padang Correctional Institution.

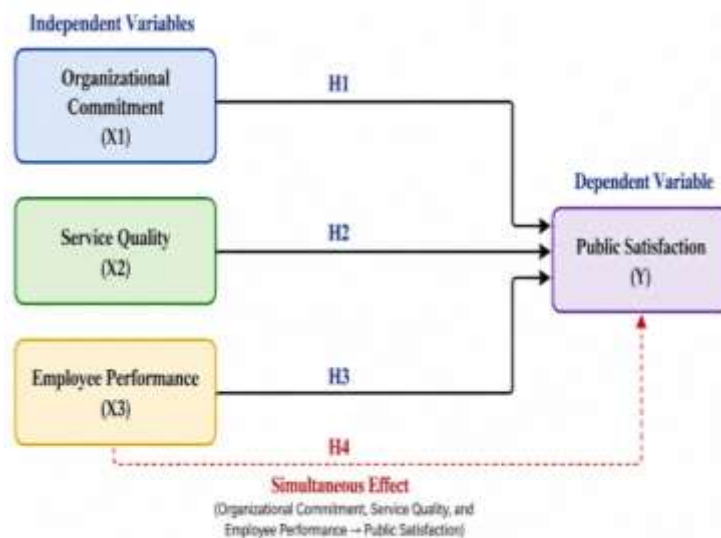


Figure 1. Conceptual Framework

Research Hypotheses

H1: Organizational commitment positively affects public satisfaction.

H2: Service quality positively affects public satisfaction.

H3: Employee performance positively affects public satisfaction.

H4: Organizational commitment, service quality, and employee performance jointly affect public satisfaction.

METHOD

The determination of the sample size in this study follows the approach proposed by Tabachnick and Fidell (2013), which is widely recommended for multiple linear regression analysis. According to this method, the minimum sample size can be calculated using the formula $n = 50 + 8m$, where n represents the number of samples and m is the number of independent

variables in the model. In this study, there are three independent variables organizational commitment (X_1), service quality (X_2), and employee performance (X_3). Based on this formula, the minimum required sample size is $n = 50 + 8(3) = 74$. Therefore, this research uses at least 74 respondents, with the possibility of increasing the sample size to enhance the robustness and accuracy of the analysis.

Furthermore, the data analysis technique employed in this study is multiple linear regression using SPSS version 16. This method is applied to examine the effect of the independent variables on the dependent variable, both individually (partial) and collectively (simultaneous). Specifically, the regression analysis is used to assess how organizational commitment, service quality, and employee performance influence public satisfaction.

Prior to hypothesis testing, classical assumption tests are conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the regression model meets the required statistical assumptions. Hypothesis testing is then performed using the t-test to evaluate the partial effects of each independent variable and the F-test to assess their simultaneous impact on public satisfaction. In addition, the coefficient of determination (R^2) is used to measure the extent to which the independent variables explain the variation in the dependent variable.

Through this analytical approach, the study is expected to provide an accurate empirical understanding of the factors influencing public satisfaction at the Class IIA Padang Correctional Institution.

RESULT AND DISCUSSION

Validity and Reliability Testing

The validity test results indicate that all questionnaire items across the variables of *organizational commitment*, *service quality*, *employee performance*, and *public satisfaction* have correlation coefficients (r-values) greater than 0.30. This demonstrates that each item is capable of accurately representing the construct it is intended to measure. Therefore, all research instruments are considered valid and appropriate for further statistical analysis.

Table 1. Validity Test

Variable	Item	r-value	Remarks
Organizational Commitment (X_1)	X _{1.1}	0.621	Valid
	X _{1.2}	0.658	Valid
	X _{1.3}	0.703	Valid
	X _{1.4}	0.677	Valid
	X _{1.5}	0.645	Valid
Service Quality (X_2)	X _{2.1}	0.712	Valid
	X _{2.2}	0.689	Valid
	X _{2.3}	0.731	Valid
	X _{2.4}	0.705	Valid
	X _{2.5}	0.748	Valid
Employee Performance (X_3)	X _{3.1}	0.654	Valid
	X _{3.2}	0.681	Valid
	X _{3.3}	0.699	Valid
	X _{3.4}	0.672	Valid
	X _{3.5}	0.715	Valid
Public Satisfaction (Y)	Y ₁	0.734	Valid
	Y ₂	0.756	Valid
	Y ₃	0.721	Valid
	Y ₄	0.698	Valid
	Y ₅	0.742	Valid

Source: SPSS 16 data processing results.



The criterion used in this study refers to the guideline proposed by Sugiyono (2017), which states that an instrument is considered valid when the correlation coefficient between each item and the total score exceeds 0.30. This threshold indicates a sufficiently strong relationship between the measurement items and the underlying variable constructs.

Table 2. Reliability Test

Variable	Cronbach's Alpha	Description
Organizational Commitment (X_1)	0.812	Reliable
Service Quality (X_2)	0.865	Reliable
Employee Performance (X_3)	0.834	Reliable
Public Satisfaction (Y)	0.879	Reliable

Source: SPSS 16 Data Processing Results.

The results of the reliability test presented in Table 2 indicate that all research variables have Cronbach's Alpha values exceeding the acceptable threshold of 0.70. Specifically, organizational commitment (X_1) has a value of 0.812, service quality (X_2) 0.865, employee performance (X_3) 0.834, and public satisfaction (Y) 0.879. These results demonstrate that all measurement instruments exhibit a high level of internal consistency and are therefore considered reliable. According to Imam Ghozali (2018), a construct is regarded as reliable when the Cronbach's Alpha value is greater than 0.70, indicating that the items used consistently measure the same underlying concept. Thus, it can be concluded that the instruments employed in this study are dependable and suitable for further statistical analysis.

Classical Assumption Tests

Prior to conducting multiple linear regression analysis, this study performs classical assumption tests to ensure that the regression model meets the required statistical criteria. One of the key tests is the normality test, which aims to determine whether the residuals are normally distributed. According to Ghazali (2018), a good regression model should satisfy the assumption of normality.

Table 3. Normality Test

Variable	Asymp. Sig. (2-tailed)	Description
Residual Model	0.200	Normal

Source: SPSS 16 Data Processing Results.

Based on the results presented in Table 3, the normality test using the Kolmogorov-Smirnov method yields a significance value of 0.200. Since this value exceeds the threshold of 0.05, it can be concluded that the residuals are normally distributed. Therefore, the regression model fulfills the normality assumption and is suitable for further analysis.

As presented in Table 4, the multicollinearity test indicates that all independent variables meet the acceptable criteria. Each variable has a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) below 10. Organizational commitment shows a tolerance of 0.721 and a VIF of 1.387, service quality has a tolerance of 0.684 and a VIF of 1.462, while employee performance records a tolerance of 0.755 and a VIF of 1.324. These results confirm that there is no significant correlation among the independent variables. Therefore, the regression model is free from multicollinearity and suitable for further analysis.

Table 4. Multicollinearity Test

Variable	Tolerance	VIF	Description
Organizational Commitment (X ₁)	0.721	1.387	No multicollinearity
Service Quality (X ₂)	0.684	1.462	No multicollinearity
Employee Performance (X ₃)	0.755	1.324	No multicollinearity

Source: SPSS 16 Data Processing Results.

As shown in Table 5, the heteroscedasticity test results using the Glejser method reveal that all independent variables have significance values above 0.05. Organizational commitment records a significance value of 0.421, service quality 0.367, and employee performance 0.512. Since all values exceed the 0.05 threshold, it can be concluded that the regression model does not exhibit heteroscedasticity. This indicates that the variance of the residuals is constant across all observations, confirming that the model meets the homoscedasticity assumption and is appropriate for further analysis.

Table 5. Heteroscedasticity Test

Variable	Sig.	Description
Organizational Commitment (X ₁)	0.421	No heteroscedasticity
Service Quality (X ₂)	0.367	No heteroscedasticity
Employee Performance (X ₃)	0.512	No heteroscedasticity

Source: SPSS 16 Data Processing Results

ased on the results of the validity and reliability tests, as well as the classical assumption tests, it can be concluded that the research instruments and regression model meet the required statistical criteria. All measurement items were found to be valid, indicating that each indicator accurately represents the underlying constructs. In addition, the reliability test demonstrates that all variables have satisfactory internal consistency, confirming that the instruments are dependable for data analysis.

Furthermore, the classical assumption tests show that the regression model fulfills the necessary assumptions. The normality test confirms that the residuals are normally distributed, the multicollinearity test indicates no high correlation among independent variables, and the heteroscedasticity test reveals that the variance of residuals is constant. Therefore, since all prerequisites have been satisfied, the multiple linear regression model is considered appropriate and robust for hypothesis testing. These results provide a strong foundation for further analysis in examining the effects of organizational commitment, service quality, and employee performance on public satisfaction.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

The equation above represents a multiple linear regression model, which is used to examine the relationship between one dependent variable and several independent variables. In this model, Y denotes the dependent variable, which in your study refers to *public satisfaction*. The term a represents the constant (intercept), indicating the value of Y when all independent variables are equal to zero.

The coefficients b₁, b₂, and b₃ are regression parameters that measure the magnitude and direction of the effect of each independent variable on the dependent variable. Specifically, X₁ refers to organizational commitment, X₂ to service quality, and X₃ to employee performance. Each



coefficient shows how much Y is expected to change when the corresponding independent variable increases by one unit, assuming the other variables remain constant.

Finally, e represents the error term (residual), which captures other factors influencing the dependent variable that are not included in the model. Overall, this equation is used to estimate how organizational commitment, service quality, and employee performance jointly and individually influence public satisfaction.

Coefficient of Determination (R^2)

As shown in Table 6, the regression model produces an R value of 0.765, indicating a strong positive relationship between the independent variables and public satisfaction. The R Square value of 0.585 suggests that 58.5% of the variation in public satisfaction is explained by organizational commitment, service quality, and employee performance.

The Adjusted R Square of 0.567 confirms that the model remains stable after adjusting for the number of predictors. Additionally, the standard error of 2.134 reflects a relatively small prediction error, indicating a good model fit. Overall, the model demonstrates adequate explanatory power, while 41.5% of the variation is influenced by other factors not included in the study.

Table 6. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error
1	0.765	0.585	0.567	2.134

Source: SPSS 16 Data Processing Results

Partial Test (t-test)

The findings of the partial hypothesis testing are summarized in Table 7, which presents the regression coefficients and significance levels for each independent variable in relation to public satisfaction. As shown in Table 7, the constant value of 5.123 reflects the baseline level of public satisfaction when all independent variables are assumed to be zero. Organizational commitment (X_1) has a regression coefficient of 0.321, with a t-value of 2.876 and a significance level of 0.005. Since the p-value is below 0.05, this variable has a positive and statistically significant effect on public satisfaction, indicating that higher organizational commitment leads to increased satisfaction.

Table 7. Coefficients

Model	Unstandardized Coefficients (B)	t-value	Sig.
(Constant)	5.123		
Organizational Commitment (X_1)	0.321	2.876	0.005
Service Quality (X_2)	0.412	3.654	0.001
Employee Performance (X_3)	0.287	2.543	0.013

Dependent Variable: Public Satisfaction (Y)

Source: Processed data using SPSS version 16

Service quality (X_2) records a coefficient of 0.412, a t-value of 3.654, and a significance level of 0.001. These results indicate a positive and highly significant influence on public satisfaction. Moreover, its relatively larger coefficient suggests that service quality is the most influential predictor among the independent variables.

Simultaneous Test (F-test)

The results of the simultaneous hypothesis testing using the F-test are presented in the ANOVA table generated from SPSS version 16, as shown below:

Table 8. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	325.678	3	108.559	23.456	0.000
Residual	230.112	70	3.287		
Total	555.790	73			

Based on Table 8, the regression model produces an F-statistic of 23.456 with a significance value of 0.000. Since the p-value is far below the threshold of 0.05, the regression model is statistically significant. This indicates that the independent variables organizational commitment (X_1), service quality (X_2), and employee performance (X_3) simultaneously have a significant effect on public satisfaction (Y).

Furthermore, the regression sum of squares (325.678) represents the variation in public satisfaction explained by the model, while the residual sum of squares (230.112) reflects the unexplained variation. The total sum of squares (555.790) indicates the overall variation in the dependent variable.

These findings confirm that the model has strong explanatory power and that the three independent variables jointly contribute to explaining variations in public satisfaction. Therefore, hypothesis H4 which states that organizational commitment, service quality, and employee performance simultaneously influence public satisfaction is empirically supported.

DISCUSSION

The findings of this study provide strong empirical evidence that organizational commitment, service quality, and employee performance play significant roles in shaping public satisfaction within the Class IIA Padang Correctional Institution. These results are consistent with established theories in public administration and organizational behavior, which emphasize that both internal organizational factors and externally perceived service quality jointly determine the success of public service delivery.

First, the significant positive effect of organizational commitment on public satisfaction indicates that employees who demonstrate strong emotional attachment, loyalty, and involvement in their organization are more likely to deliver better services. This finding aligns with the organizational commitment theory proposed by Meyer and Allen (1991), which highlights that committed employees tend to exhibit higher levels of responsibility and service orientation. Empirically, this result supports previous studies showing that organizational commitment contributes to improved service outcomes and higher public trust (Luthans, 2012; Armstrong, 2020). In the context of correctional institutions, this implies that strengthening employees' commitment can enhance professionalism and responsiveness in serving the public.

Second, service quality is identified as the most dominant factor influencing public satisfaction, as reflected by its highest regression coefficient. This result reinforces the Servqual model (Parasuraman et al., 1988), which posits that dimensions such as reliability, responsiveness, assurance, empathy, and tangibles are critical determinants of perceived service quality. The strong and significant effect of service quality confirms that public satisfaction is largely shaped by direct service experiences, including clarity of procedures, timeliness, and staff behavior. This finding is also consistent with Tjiptono and Chandra (2016), who argue that improving service quality is a fundamental strategy for increasing customer or public satisfaction in service-oriented organizations.

Third, employee performance is found to have a positive and significant effect on public satisfaction. This suggests that effective and efficient task execution, accuracy, and timeliness in



service delivery contribute directly to better public perceptions. This result is in line with Mangkunegara (2017), who defines performance as a key output reflecting organizational effectiveness. Supporting evidence from Dessler (2020) also indicates that higher employee performance leads to improved service delivery outcomes. In public sector institutions, including correctional facilities, employee performance is crucial not only in administrative tasks but also in delivering humane and fair services.

Furthermore, the simultaneous test results confirm that organizational commitment, service quality, and employee performance collectively have a significant effect on public satisfaction. This finding highlights that public satisfaction is a multidimensional construct that cannot be explained by a single factor alone. Instead, it is the result of the interaction between internal organizational dynamics and external service delivery. This is consistent with previous empirical research (Denus & Yuliharsi, 2023; Hakim & Putri, 2023), which emphasizes the importance of integrating multiple variables to better understand public satisfaction.

The coefficient of determination ($R^2 = 0.585$) indicates that 58.5% of the variation in public satisfaction is explained by the three independent variables, while the remaining 41.5% is influenced by other factors not included in this study. These may include variables such as organizational culture, leadership style, digital service innovation, or public perception, which provide opportunities for future research.

Overall, the findings suggest that improving public satisfaction in correctional institutions requires a comprehensive approach. Strengthening organizational commitment can foster positive employee attitudes, enhancing service quality can improve public experiences, and optimizing employee performance can ensure efficient service delivery. These three elements must be managed simultaneously to achieve sustainable improvements in public satisfaction.

In conclusion, this study contributes both theoretically and practically by confirming that public satisfaction in correctional service settings is influenced by an integrated set of organizational and service-related factors. The results also provide a basis for policymakers and institutional leaders to design strategies aimed at improving service quality and public trust through better human resource management and organizational development.

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