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Mediation Effect of Job Satisfaction: Work Motivation and E-Government on Service Quality in the Government of Aceh Singkil, Indonesia

Aldri Frinaldi – Universitas Negeri Padang

Boni Saputra – Universitas Negeri Padang

Muhamad Ali Embi – Universiti Utara Malaysia

Dedi Kusuma Habibie – Universitas Riau

Fenni Hashanah – Universitas Negeri Padang

Many studies have shown that public criticism of the low quality of public services has occurred everywhere, from top-level to lower-level government services. This circumstance is also possible in the regional Government of Aceh Singkil Regency. The Indonesian government, including Aceh Singkil Regency, used e-government—the use of technology for information and communication in government administration—to address the problem of poor public service. This article examines the effect of work motivation and quality of e-government on service quality by considering the mediating effects of employee satisfaction on employees. This type of research is quantitative associative by using a convenience sampling technique from a sample of 103 Civil Servants in the Government of Aceh Singkil Regency. Data was collected using a reliable and validated Likert scale questionnaire. The classical assumption test was then analyzed by The classical assumption test was subsequently examined through the statistical Structural Equation Modeling (SEM) analysis using Analysis of Moment Structures (AMOS), and the Sobel test was applied to analyzing the acquired data—additionally, reviews of the literature assisted in gathering the data process. The study's results demonstrate a positive and significant influence on the work motivation variable, the partial effect of e-government quality on job satisfaction and service quality. There is no effect of job satisfaction on service quality. The job satisfaction variable, either directly or as a mediating variable, has yet to be able to contribute to service quality.

Keywords: Work Motivation, E-Government Quality, Job Satisfaction, Service Quality

Introduction

The public often demands change to continue improving the community's quality of public services regarding its agility toward change, both from the process input side to the service output (Lanin, et al., 2023; Osborne & Brown, 2013). Despite the pressure to create better public service, empirically, the public service process still needs to be bettered, as it is

ineffective, expensive, and uncertain. The service provider perspective regards the community as the party serving, not the party being served. Services aimed at the community have yet to become a top priority for public services (Dwiyanto, 2022; Pradana, 2019).

Service quality is the primary key to public services received and felt by the community (Pebriyanti, et al., 2017). The poor image of the bureaucracy should be improved through efforts to enhance the quality of government apparatus services. Empirically assessed poor quality service personnel have a negative impact and cause a bad image for the community.

Unsatisfaction due to receiving unsatisfactory service can lead to negative experiences and disappointment for some individuals (Lanin et al., 2023; Saputra & Suripto, 2016). Supplying valuable public services to the populace is a duty of the government. Thus, every piece of state machinery is mandated to provide services to the public ideally. Essentially, it is fundamental for every governmental body to facilitate superior service to the community.

The services provided still need to be closer to the community's expectations. Employees or public institutions still need to fulfil these expectations. On the other hand, the community has no choice in the public services the government provides, even though differences in quality can differentiate the quality of institutions. The service quality perceived by consumers is an indicator to measure customer satisfaction which lies in the five service quality indicators (Parasuraman, et al., 1988; Rustinsyah, 2019). In addition, 1) *reliability* is defined as providing precise, correct, and reliable services; 2) *tangibles*, meaning the availability of adequate facilities, administration, information systems, waiting rooms, computerization, etc.; 3) *responsiveness* is providing services quickly, precisely, and responsively; 4) *assurance* is defined as professionalism, friendliness, courtesy, and consumer trust; 5) *empathy* is assertiveness and concern for consumers (Kotler & Keller, 2014).

Based on In-Law No. 25 of 2009 on Public Services, the community has the right to access quality services based on existing provisions and the aim of the service (Pasal 18). According to the Minister for Administrative Reform's Decree of 2003 on General Guidelines for the Implementation of Public Services, public service is an activity that provides public services in the context of providing and performing public services. It can provide benefits for meeting community needs through the provisions of applicable laws (Prabowo, 2018).

The Regional Government of Aceh Singkil is obliged to provide quality services to its citizens. However, public service providers have not met public expectations. Several conditions showed that the public still expresses many complaints through various media, including mass media, social media, and other public communication media. Most people complain of outdated, transparent, uninformed, unyielding, and fluctuating methods. They do not assure reliability in terms of cost, time, and legal adherence, nor do they prevent instances of extortion (such as retribution), leading to an unfavorable perception of the service (Pradana, 2015, 2019). Dwiyanto (2022) argued that public services in districts and cities in Indonesia still needed to be improved to meet public expectations. Similar conditions can also occur in every government agency, including the government agency of Aceh Singkil Regency, Indonesia.

This condition makes users of public services feel dissatisfied, and their level of trust in the Government is getting lower. The representative of the Indonesian Ombudsman for West Sumatra (2013) stated that the efforts made by local governments enhance the quality of public services had yet to be seen as significant. The focus of local government should aim at power and authority for the public interest, not deviate from it. This phenomenon indicates a need for the reconstruction of public services in the local government sector to meet the needs and satisfaction of the community.

The issues mentioned above define the goal of this study, which is to evaluate the effect of job satisfaction features and the quality of e-government on service quality in the Aceh Singkil District Government, Indonesia. The research setting and subject, civil officials in the regional government of Aceh Singkil Regency, Indonesia, demonstrate the originality of the research. The model developed for the research uses two exogenous variables, namely, work motivation with indicators: persistence level, the direction of behavior, as well as effort level (George & Jones, 2012) and quality of e-government with indicators: citizen support, reliability, trust, efficiency, (Papadomichelaki & Mentzas, 2012), and consists of two endogenous variables, namely job satisfaction with indicators: the job itself, salary and wages, promotion, work colleagues (Robbin, et al., 2015), and service quality variable with indicators: empathy, assurance, tangibles, reliability, and responsiveness (Kotler & Keller, 2012). This research explores the influence of job satisfaction interventions on the relationship between work motivation, e-government quality, and service quality by employing structural equation modeling (SEM) and analysis of moment structures (AMOS) statistical methods, adjusted through the application of the Sobel test.

Numerous earlier research discovered the following partial relationships between variables: the impact of work motivation to job satisfaction (Anggara & Yadnyana, 2019; Liu, et al., 2016; Poniasih & Dewi, 2015); the impact of work motivation on service quality (Mistian, 2018; Nainggolan, 2013; Pebriyanti et al., 2017); the impact of e-government quality on job satisfaction (Kim, et al., 2005; Nugroho, 2021; Utomo, et al., 2020); job satisfaction effect on service quality (Jossuha, et al., 2014; Lanin & Hermanto, 2019; Sukotjo, 2011). However, previous research has yet to comprehensively review the causal relationship between work motivation and e-government quality on service quality by making job satisfaction an intervening variable. Thus, the variables used differ between this research and previous research.

Literature Review

Work Motivation

Al-Aufi and Al-Kalbani (Al-Aufi & Al-Kalbani, 2014) define *motivation* as the unique emotions, beliefs, and experiences that are part of the organization's internal and external relationships. The literature indicates numerous hypotheses developed to explain human motivation (Maslow, 1970). Maslow (Maslow, 1954, 1970) suggested that motivation results from a person's endeavour at fulfilling five fundamental demands: self-actualization, safety, social, esteem, and physiological. According to Maslow, these necessities can form internal forces influencing a person's behavior. Another definition of motivation was proposed by Pinder (Pinder, 2008), describing *motivation* as, "a set of energetic forces that originate within and beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration" (p. 11). Pinder's explanation is considered one that thoroughly echoes the history of research and theorization of motivation (Latham, 2007). Also, work motivation can be interpreted as the enthusiasm for work that exists in employees, which influences these employees to carry out their work to achieve specific goals (George & Jones, 2012). The process of work motivation itself consists of three critical elements, namely needs, encouragement and incentives (Luthans, 2006). Work motivation in this study will be measured by the indicators of: level of persistence, level of effort and behavioural direction (George & Jones, 2012).

E-Government Quality

The World Bank defines *e-government* as the government's use of information and communication technology. Meanwhile, according to the Presidential Instruction of the Republic of Indonesia Number 3 of 2003, e-government is an endeavour to acquire electronic-

based government administration to enhance public service quality efficiently and effectively (Azmi & Asmarianti, 2019; Frinaldi, et al., 2023). Three main characteristics of e-government are based on its benefits. The first is to satisfy the community's need to obtain information, then provide services to enable transactions for government goods and services online, and the last is to encourage public participation in the decision-making process. There are three e-government classifications: G2C-government to the citizen, G2B-government to business enterprise, and G2G-inter agency relationship (Anthopoulos, et al., 2016; Holle, 2011; Ku & Leroy, 2014). E-government will significantly improve the quality of government services to the community. E-government value is a dimensional framework for assessing the quality of e-government services. E-government has six dimensions: functionality of the interaction environment, content and information display, trust, reliability, and ease of use and citizen support (Papadomichelaki & Mentzas, 2012). Implementing e-government in developing countries is infeasible given the features of socio-economic context, technological infrastructure, local administration, and the suspicion of marketization if the state is embedded in e-government (Habibie, 2019).

Job Satisfaction

Job satisfaction refers to the positive and joyful reactions expressed by the service recipient, which the service provider perceives as a form of acknowledgment for the quality of work and outstanding experience provided (Luthans, 2006). Satisfaction can also be interpreted as a form of feeling happy about the work one does or a work situation that supports employees to enjoy their work (Megawati, et al., 2022). García-Bernal et al. (García-Bernal, et al., 2005) assert that job satisfaction is a multi-layered concept, encompassing a series of either discouraging or uplifting perceptions through which employees make sense of their responsibilities. Job satisfaction is a common problem in every work unit, whether it is the relationship between motivation, loyalty, work ethic, or discipline (Ziegler, et al., 2012). Leaders are faced with the problem of creating a situation so that subordinates can get reasonable individual satisfaction and how to motivate them to want to work based on their desire and motivation for high achievement. Indicators will measure job satisfaction here: the work, salary and wages, promotions, and co-workers (Robbin et al., 2015).

Service Quality

The intention of service is to deliver services value and satisfy the public. To realize these conditions, fulfilling the excellent service quality indicators of balance of rights and obligations, participation, transparency, equality of rights, and accountability is necessary. According to Levitats and Vigoda-Gadot (Levitats & Vigoda-Gadot, 2020), public services has community satisfaction rate for the indicator of excellent service. Service quality is the primary key to public services delivered to the community (Pebriyanti et al., 2017). Service quality is the main issue of researchers and is recognized as one aspect to achieving atonement (Khatab, et al., 2019; Sitompul, et al., 2020). Service is customers' value impression and what they anticipated (Fadillah & Haryanti, 2021). The indicators of service quality in this study are empathy, assurance, responsiveness, tangibles, and reliability (Kotler & Keller, 2012).

Work Motivation and Job Satisfaction

High work motivation can increase employee job satisfaction. Herzberg's theory of motivation suggests that motivation drives job satisfaction, leading employees to actively pursue and achieve set goals, resulting in their contentment. (Robbin et al., 2015). Also, employee job satisfaction is the primary driver of discipline, employee performance, and work enthusiasm, aiming to realize company goals (Bedarkar & Pandita, 2014; Ziegler et al., 2012). High or satisfactory job satisfaction will manifest the attitude of employees more loyal to the company (Prasetyo & Wahyuddin, 2016). Therefore, each agency has an essential assignment to continue motivating employees by giving good attention to the interests of employees to

maintain organizational stability. Various factors influence job satisfaction, one of which is work motivation which, according to results of previous research conducted, (Astuti, et al., 2020; Natta, et al., 2017; Rahmawati & Rumita, 2015) concluded that work motivation affects job satisfaction. Thus, the following hypothesis in this investigation is:

H1: There is an effect of work motivation on job satisfaction.

E-Government Quality and Job Satisfaction

Every government agency is currently required to implement electronic-based services to make it more accessible for the public to access and obtain information, thus impacting public trust and satisfaction with the Government (Nugroho, 2021). E-government is required to realize a transparent, effective, efficient, and accountable government. Such implementation can boost charitable trust in the figure of government services, particularly the bureaucracy and government employees. DeLone and McLean's (DeLone & McLean, 2014; William & Ephraim, 2003) systems quality theory explains that higher-quality systems can lead to higher user satisfaction (DeLone & McLean, 2014; William & Ephraim, 2003). It is because every individual has a hope or desire to obtain affordable, easy, and quick services. When these expectations are met, a sense of satisfaction with the service will be achieved (Weerakkody, et al., 2016).

Study results by Kim et al. (2005) concluded that applying e-government in government agencies by using attractive and informative features and layout features can increase customer satisfaction. Meanwhile, several studies showed that there is a positive influence of e-government customer value satisfaction (Nugroho, 2021; Sachan, et al., 2018; Santa, et al., 2019; Utomo et al., 2020). Thus, the following hypothesis in this article is:

H2: There is an effect of e-government quality on job satisfaction.

Work Motivation and Service Quality

Annamdevula and Bellamkonda (Annamdevula & Bellamkonda, 2016) argue that most service quality changes are contributed by employees' work motivations who provide services. Novel (2018) revealed that changes in work motivation could affect service quality. With high work motivation, it can provide quality services and vice versa. This phenomenon is elucidated by Maslow's 'Hierarchy of Needs,' a theory of motivation, suggesting that every individual has five levels of needs, including social needs, which can serve as a motivator for people to elevate their work performance and offer quality services (Abbas, 2020; Gaki, et al., 2013). Thus, work motivation must be considered when developing a strategy to improve service quality. Previous research discusses work motivation's effect on service quality (Papadomichelaki & Mentzas, 2012; Sirajuddin & Atrianingsi, 2020; Sufianti, 2007). Thus, the research hypothesis as follows:

H3: There is an influence on work motivation and service quality.

E-Government Quality and Service Quality

E-government is one of the technological innovations in government activities that is useful for enhancing the value of public services in government (Harahap, 2018; Pradana, et al., 2022b, 2022a). Through e-government as a public sector innovation, the government can apply information and communication technology to improve service quality (Pradana, et al., 2023; Riesta et al., 2021). The 'New Public Management' theory argues that reforms and innovation to output-oriented public management systems by focusing on maximizing productivity and increasing efficiency will ultimately produce quality public services because public services are one of the outputs of the bureaucracy (Osborne & Gaebler, 1992; Yang &

Rho, 2007). The results of previous research (Papadomichelaki & Mentzas, 2012; Sirajuddin & Atrianingsi, 2020; Sufianti, 2007) showed that e-government has improved the value of public services and public trust in the government. Thus, the following assertion in this examination is:

H4: There is an effect of e-government on service quality.

Job Satisfaction and Service Quality

Ziegler et al. (Ziegler et al., 2012) argued that a person tends to work enthusiastically if satisfaction can be obtained from work. According to social exchange theory, when employees are satisfied with the conditions and results of work, then in return, satisfied employees tend to make additional endeavors to fulfill various customer requests. Thus, high employee job satisfaction will affect work productivity and service quality (Clark, 2016; Malek, et al., 2020). Job satisfaction can significantly improve civil servants' effectiveness by stimulating maximum service quality (Subari, 2011). Reasonable job satisfaction for each employee will foster good service quality in the organization. Previous studies that discussed the effect of job satisfaction on service quality include: (Jossuha et al., 2014; Lanin & Hermanto, 2019; Subari, 2011; Sukotjo, 2011). From some of the scholars' opinions above, it is assumed that job satisfaction contributes to service quality. Thus, the following hypothesis in this analysis is:

H5: There is an effect of job satisfaction on service quality.

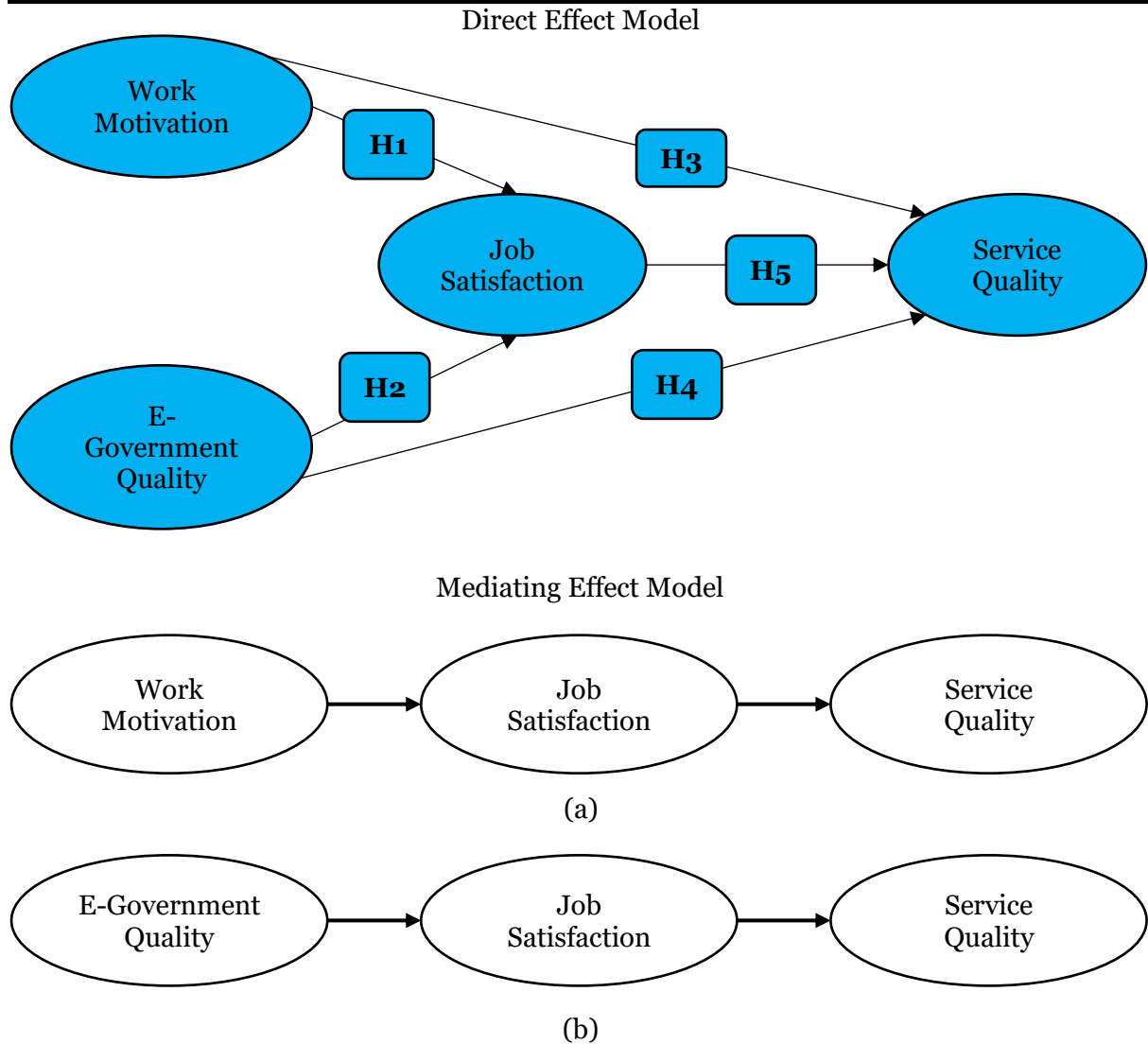
From the descriptions and theoretical studies above, here is the research's philosophical paradigm model to be projected.

Method

The purpose of this study will be achieved by using quantitative approaches with associative type. Researchers need hypotheses from the start to compare to the final research results and a guide for researchers during research in terms of determining populations, samples, test equipment, theoretical basis, and others (Sugiyono, 2016). The associative type is employed because the research relates more variables than two (Saputra, Fajri, & Eprilianto, 2020). This study consists of two exogenous variables: work motivation (George & Jones, 2012) and quality of e-government (Papadomichelaki & Mentzas, 2012). It consists of two endogenous variables: job satisfaction (Robbin et al., 2015), and service quality variable (Kotler & Keller, 2012). The research was undertaken in Aceh Singkil Regency, Indonesia, with the study subjects being local government employees.

The population in this analysis were active staff of the Aceh Singkil Regency Government. A stratified method was chosen for sampling the study. The first stage is to apply the Cluster Random Sampling technique by determining six agencies from 46 regional apparatus organizations in Aceh Singkil, including the Regional Secretariat, Investment Office and One Stop Integrated Services, Communication, and Information Office, Population and Civil Registry Office, Regional Disaster Management Agency, National Unity Agency, and Politics. In the same process, researchers used Convenience Sampling (sample availability being considered) as a second sampling technique by determining a sample of 103 respondents from a total population of 3,317 employees.

Data were collected using closed questionnaires tested as valid and highly reliable. This research instrument is designed based on the indicators and variables presented and decomposed in the form of questions in the questionnaire. The respondent can choose alternative answers that have been provided. The study of documentation utilizing primary and secondary data is another technique used. The data were assessed using simple and

Figure 1. Theoretical Models

multivariate regressions. The model was created using a previously created conceptual framework (Figure 1). This study has three types of variables, namely exogenous, mediated, and endogenous (Solimun, Fernandes, & Nurjannah, 2017). The data were analyzed using descriptive analysis and statistical analysis Structural Equation Modeling (SEM) Moment of Structural Analysis (AMOS). The Sobel test tests whether a relationship through mediated variables can act as a mediator. *Mediation variables* intervene between endogenous and exogenous variables (Ghazali, 2011; Sobel, 1982). The model is put into a conceptual framework that has already been created. All unobservable variables are produced by indicators (as observable variables) utilizing first-order factor analysis using reflecting indicators (common factors rarely found in indicators in each variable). This research shows that a variable is a mediating variable (Sobel test), but this is not always the case. More than 1.96 (critical ratio value) and the p-value is less than 0.05 means hypothesis is accepted (Solimun et al., 2017).

Findings

Descriptive Analysis of Respondent's Demographic Characteristics

Table 1. Respondent's Characteristics

Respondent of Characteristics		Frequency	Percent
Sex	Male	54	52.4%
	Female	49	47.6%
	<i>Amount</i>	<i>103</i>	<i>100%</i>
Age	<20 Years	1	1%
	21–30 Years	33	32%
	31–40 Years	33	32%
	41–50 Years	26	25.2%
	>50 Years	10	9.7%
	<i>Amount</i>	<i>103</i>	<i>100%</i>
Level of Education	High School Equivalent	22	21.4%
	Diploma	14	13.6%
	Bachelor	65	63.1%
	Master	2	1.9%
	<i>Amount</i>	<i>103</i>	<i>100%</i>
Type of Work	Civil Servant	68	66%
	Civil Servants with Work Agreement	2	2%
	Regional Contract Employee	33	32%
	<i>Amount</i>	<i>103</i>	<i>100%</i>

Source: Data Analysis, 2022

The outcome of the research data analysis in the beginning part that will be presented in the findings are descriptive analyses of the characteristics of the respondents. Characteristics of respondents mainly describe the identity of respondents based on a predetermined research sample. One of the purposes of the description of the characteristics of the respondents is to show a general picture and related information about the sample of research. Questionnaires were distributed to the people of Kota Pariaman to collect descriptive data respondents' characteristics. Based on the distributed questionnaires, the respondents' characteristics are as follows.

Table 1 shows information regarding the socioeconomic characteristics of the research that can be sorted into four categories, namely occupation type, level of education, gender, and age. Judging from gender, this survey has mostly male participants, accounting for 52.4% of all respondents. The answers of men and women continue to differ but fall into proportional categories. Most participants (64%) are between the ages of 21 and 40 and actively engaged in various activities, making them qualified respondents to share insights on current realities. The third group's evaluation is based on the highest education level achieved. Respondents have a bachelor's education, dominated by 63.1%. It is understandable because the target respondents are civil servants, where one of the requirements to become a civil servant is a minimum of a bachelor's degree. In comparison, the category of employee types is dominated by respondents who work as civil servants, as many as 68 people or 66%.

Validity and Reliability Test

The analysis includes data verified using a convergent validity test, which determines whether each measurement has a large amount of difference that meets a 'loading factor' or 'standardized loading estimate' of >0.5. The feasibility test model of endogenous and exogenous variables in this study can be seen in Table 2.

Table 2. Validity Test Results

Standardized Regression Weights			Loading Factor Limit	Estimate	Label
Direction of Behavior	←	Work Motivation	>0.5	0.824	Valid
Level of Effort	←	Work Motivation	>0.5	0.707	Valid
Level of Persistence	←	Work Motivation	>0.5	0.850	Valid
Efficiency	←	E-Government	>0.5	0.590	Valid
Trust	←	E-Government	>0.5	0.781	Valid
Reliability	←	E-Government	>0.5	0.483	Invalid
Citizen Support	←	E-Government	>0.5	0.479	Invalid
Job Itself	←	Job Satisfaction	>0.5	0.633	Valid
Salary and Wages	←	Job Satisfaction	>0.5	0.642	Valid
Promotion	←	Job Satisfaction	>0.5	0.893	Valid
Work Colleague	←	Job Satisfaction	>0.5	0.814	Valid
Reliability	←	Service Quality	>0.5	0.503	Valid
Responsiveness	←	Service Quality	>0.5	0.533	Valid
Assurance	←	Service Quality	>0.5	0.530	Valid
Empathy	←	Service Quality	>0.5	0.577	Valid
Tangibles	←	Service Quality	>0.5	0.669	Valid

Source: Data Analysis, 2022

The outcome summary presented in Table 2 showed that two points of the question were declared invalid: the question on the reliability indicator of 0.483 and the indicator of citizen support of 0.479. The value of the loading factor is known to be less than 0.5. At the same time, items other than that are asserted valid and convented validity because the loading factor value is >0.5. Even if an invalid item is removed and declared invalid advanced analysis will use the declared valid item.

Construct reliability >0.7 converged the criteria as an outcome of reliability test, between 0.6 to 0.7 value are acceptable; it proved the measurement is good. The outcome is summarized in Table 3.

Value of construct reliability from the reliability test indicate to be 'reliable', alongside >0.7 and between 0.6 to 0.7 of construct reliability value. Thus, the study can be followed for continuing examination.

Structural Model Analysis

The full model Structural Equation Modeling (SEM) study follows examining the validity and reliability of the indicators composing the latent variables. A causality significance test and a model feasibility test were performed to examine the data processing outcomes at the final step of the SEM model. The following is a path diagram presentation for a comprehensive model analysis that has excluded invalid indicators.

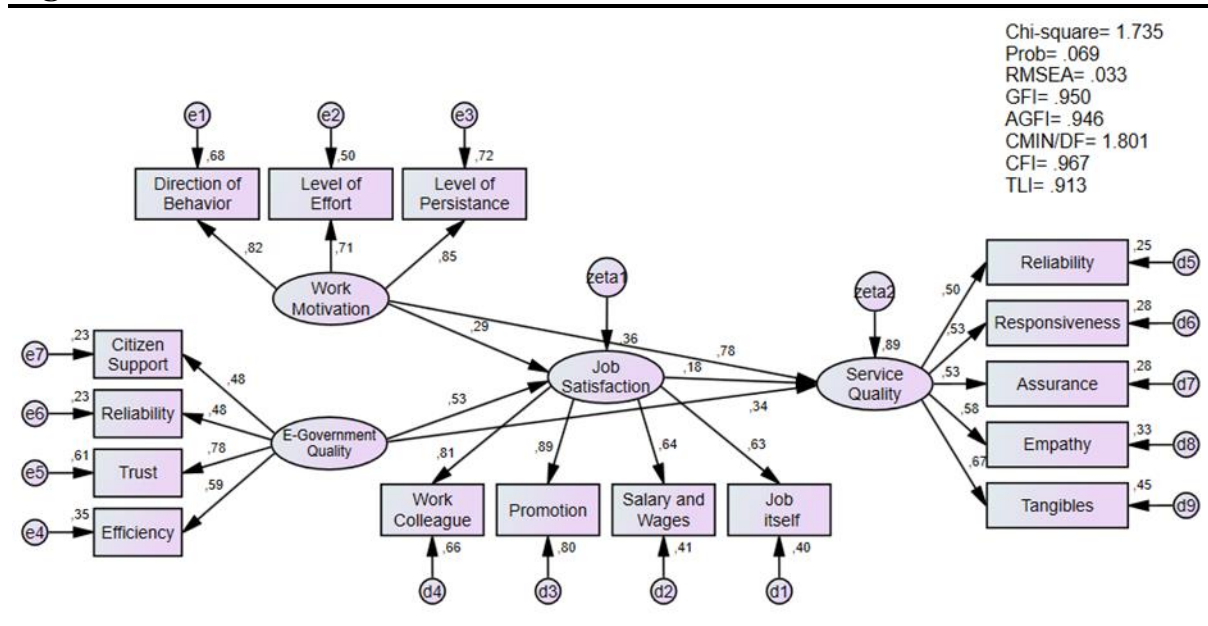
The model feasibility test revealed an acceptable model based on the above Figure 2.

Modification and evaluation have been executed on this model, and upon evaluation using the fit criteria index, it demonstrated positive outcomes (JR, et al., 2010). The test results affirm that the model is aptly suited for the research, with the updated Goodness of Fit (GOF) model revealing pertinent findings, delineated in Table 4.

Table 3. Reliable Test Results

Variable	Construct Reliability	Label
Work Motivation	0.79367	Reliable
E-Government	0.68550	Reliable
Job Satisfaction	0.74550	Reliable
Service Quality	0.62300	Reliable

Source: Data Analysis, 2022

Figure 2. Structural Model Indices**Table 4.** Model Fit Indices

The Goodness of Fit Index	Cut-off Value	Analysis Results	Model
X ² /df	Minimum/<3.00	1.735	Fit
Significant Probability	≥0.05	0.069	Fit
RMSEA	≤0.08	0.033	Fit
GFI	≥0.90	0.950	Fit
AGFI	≥0.90	0.946	Fit
CMIN/DF	≤2.00	1.801	Fit
TLI	≥0.90	0.913	Fit
CFI	≥0.90	0.967	Fit

Source: Data Analysis, 2022

Based on the results of the goodness of fit test, Table 4 shows that the values of the Probability index enforce the requisite of fit index criteria. These results show that the model can be accepted for the study.

Hypothesis Test

The research hypothesis test is the next test. Significance level at 0.05 for hypothesis testing with t-value and 1.967 for Critical Ratio (CR). H₀ is rejected while probability value or P is 0.05. Table 5 is the outcomes of AMOS processing model.

Table 5. Hypothesis Test Results

Variable	Direct Effect Coefficients (Standardized)	Indirect Effect	C.R.	Sig<0.05
Work Motivation → Job Satisfaction	0.290	-	2.157	0.031 (Sig)
E-government → Job Satisfaction	0.530	-	3.012	0.003 (Sig)
Work Motivation → Service Quality	0.777	-	4.702	0.000 (Sig)
E-Government → Service Quality	0.335	-	2.006	0.045 (Sig)
Job satisfaction → Service Quality	0.178	-	1.369	0.171 (Not Sig)
Work Motivation → Job Satisfaction → Service Quality*	-	0,052	1.441	0.149 (Not Sig)
E-government → Job Satisfaction → Service Quality*	-	0,094	1.330	0.183 (Not Sig)

*Sobel Test Partial Mediated. Source: Data Analysis, 2022

Significant influence also means that X variable has contributed significantly to the Y variable. Thus, below summarizes the interpretation from the data examination:

The predicted effect of work motivation on job satisfaction is positive at 0.290. The better the employee's work motivation, the more job satisfaction will grow by 0.290 or 29%. The CR value is $2.157 > 1.96$, and p-value is $0.050 < 0.050$ define that there is considerable effect of work motivation to job satisfaction. Thus, work motivation has contributed significantly to job satisfaction.

The predicted value of the impact of e-government quality on job satisfaction is at 0.530 (positive). The higher quality of implementation of the value of e-government in government agencies, the more employees' job satisfaction will grow 53%. The CR value is $3.012 > 1.96$ and p-value is $0.003 < 0.050$ showing there is significant impact of implementing the quality of e-government toward job satisfaction. It means e-government's quality has contributed significantly to job satisfaction.

The predicted value of the effect of work motivation on service quality is positive at 0.777. That is, the better the level of work motivation working in an agency, and the service quality will also grow 77.7%. The CR value is $4.702 > 1.96$ and p-value $0.000 < 0.050$ defines that the effect of work motivation on service quality is significant. Hence, work motivation has contributed significantly to service quality.

The predicted value of the effect of e-government quality on service quality is positive at 0.335. The better the e-government quality is implemented in government agencies, the more service quality will grow 33.5%. The CR value is $2.006 > 1.96$ and p-value is $0.04 < 0.050$ define that the effect of e-government quality on service quality is significant. Hence, it means that the quality of e-government has contributed significantly to service quality.

The projected influence of job satisfaction on service quality is a positive 0.178, indicating that a rise in job satisfaction could lead to a 17.8% enhancement in service quality. However, with a C.R. value of 1.369 (less than 1.96) and a p-value of 0.0171 (greater than 0.050), job satisfaction does not significantly impact service quality. Therefore, job satisfaction has a minimal contribution to the quality of service.

The indirect impact of work motivation on service quality through job satisfaction has a path coefficient value of 0.052, suggesting that improved work motivation can lead to a 5.2% increase in job satisfaction and, consequently, enhanced service quality. However, according to the Sobel test, this influence is insignificant, with a statistical value of 1.441 (less than 1.96) and a p-value of 0.149 (greater than 0.050). Thus, job satisfaction is not crucial in bridging work motivation and service quality.

The path coefficient value of the indirect effect of the quality of e-government on service quality through job satisfaction is positive at 0.094. That is, the better the quality of e-government initiated in an agency. The service quality will also increase so that job satisfaction will grow 9.4%. Based on the results of the Sobel test (Sobel 1982) using the online Sobel calculator, the Sobel test statistic value <1.96 (1.330 <1.96) and P-Value> 0.050 (0.183> 0.050), the effect of quality e-government on service quality through job satisfaction is not significant. Thus, job satisfaction as a mediating variable does not contribute significantly to the quality of e-government.

Discussion

Influence of Work Motivation on Job Satisfaction and Service Quality

The research outcome shows that work motivation has a positive impact toward job satisfaction, at 0.031 for the significance value at 29% for predicted value. It means that the effect of work motivation on job satisfaction is significant. The outcome of this study strengthens the results of research from prior studies (Astuti et al., 2020; Kartika & Kaihatu, 2010; Pancasila, et al., 2020), which say work motivation has a remarkable impact on staff job satisfaction. Other studies also conclude that motivation can increase employee job satisfaction (Natta et al., 2017; Rahmawati & Rumita, 2015). Meanwhile, prior research studies (Anggara & Yadnyana, 2019; Poniasih & Dewi, 2015; Saleem, et al., 2010) show that motivation has a positive effect on job satisfaction.

In increasing service quality, the organization must provide encouragement or enthusiasm (motivation) to subordinates to achieve optimal organizational performance (Pancasila et al., 2020; Setiono & Kwanda, 2016). Conditional motivation is the self-moving energy employees are orientated to or pressured to attain the corporate's purpose. Pro-employee mentality and positivity towards the work situation strengthens work motivation to attain high execution (Prasetyo & Wahyuddin, 2016). Those with lofty dreams will continue being motivated to live better lives until finally, they can achieve their dreams and desires (Saputra & Suropto, 2016). Also, motivation does not always come from a desire to attain 'goals' but includes 'living for the other'. Babula (Babula, 2013) and Babula et al. (Babula, et al., 2020) claimed that pure altruism exists beyond self-actualization. Therefore, one of the fundamental problems for management and leaders in an organization is how to motivate employees to high achievement (Vo, et al., 2022).

With a notable value score of 0.000 and a predicted score of 77.7%, there is a significant favorable influence of work motivation on service quality. This study's findings align with prior research (Mistiani, 2018; Pebriyanti et al., 2017) that also emphasizes the substantial effect of work motivation on the quality of employee services. Meanwhile, Novel (2018) and Nainggolan (2013) said work motivation positively and significantly affects service quality. Employees expect to get satisfaction from his or her place of work. According to Hasibuan (2003), a person tends to work enthusiastically if satisfied. High employee job satisfaction will have an impact on work productivity and service quality. Ismayanti (2010) states that most of the changes in service quality contribute to the work motivation of employees who provide services. Novel (2018) said that changes in work motivation could affect service quality. Work motivation must be considered when formulating a strategy to improve service quality.

Work motivation is measured using three indicators: tenaciousness, effort level and behavior path (George & Jones, 2012). The peak loading factor is the level of persistence indicator at 85%, indicating that the level of persistence is the most desired work motivation by the respondents studied. The level of persistence is how hard employees will continue to try to carry out the behaviour that has been chosen (Lusri & Siagian, 2017), while according to Setiono and Kwanda (2016), persistence is an attitude of continuing to try and never give up that is taken by someone when faced with a problem, obstacle or obstacle—alternatively, obstacles to work. People who have persistence will view or perceive an achievement as a challenge and a reference (Culin, et al., 2014). Individuals with high persistence will remain committed to their goals, strive for what they have chosen, and can overcome their emotions (Peterson & Seligman, 2004; Riyanti, 2019).

Influence of E-Government Quality on Job Satisfaction and Service Quality

This study showed a positive correlation between job satisfaction and e-government quality; a remarkable score is 0.003, then the predicted value is 53%. That is, the impact of e-government quality on job satisfaction is very significant. The study results conducted by Kim et al. (2005) concluded that applying e-government in government agencies by using attractive and informative features and layouts could increase customer satisfaction. Meanwhile, previous research by Utomo et al. (2020) showed the e-government's quality has a positive effect on customer satisfaction. Other studies also conclude that the application of e-government services can contribute a positive influence on community satisfaction. This research used the E-SQUAL method (Nugroho, 2021). Public demand for quality services and information is increasing day by day. Electronic-based public services are also unavoidable. Every government agency is currently required to implement electronic-based services so that information obtained by the public is easier to access. Of course, this will affect trust and satisfaction with the government (Nugroho, 2021).

The public's ability to access government services with more simplicity, convenience, and efficiency are the main advantages of e-government. In summary, e-government offers chances to raise the standard of public and private sector services provided by the government by increasing accountability and transparency for governance (Harahap, 2018). Government e-government can make modern changes in government administration. E-government is a problem solving formulation for organizing communication between government and society, improving services to the community, and creating good relations between government and society. E-government quality was likewise shown to favorably impact service quality in this study, a remarkable value is 0.045 and 33.5% for predicted score. It indicates a strong impact of e-government performance on service quality. The findings of this study support those of earlier studies (Papadomichelaki & Mentzas, 2012; Sirajuddin & Atrianingsi, 2020; Sufianti, 2007), which shown that e-government is capable of enhancing the standard of public services and boosting public confidence in the government. The public's need for the government's quality services and information is increasing. The government is encouraged to continue to strive to meet public needs optimally. One of the steps the government can implement is to use electronic-based services or e-government. One innovation in government operations that helps raise the standard of public services in government is e-government (Harahap, 2018). Government organizations can use technology for communication and information to offer the public the best services available. Through e-government, the government can apply the technology of communication and information in order to enhance service quality (Riesta et al., 2021).

E-government quality is measured using four indicators: citizen support, reliability, trust and efficiency (Papadomichelaki & Mentzas, 2012). The highest loading factor is the trust indicator, 0.780 or 78%, meaning e-government quality. Based on participants researched, trust became their high demand factor. The respondents surveyed stated that trust is the thing they want the most. Public trust drives the significance role in the governance of e-government

implementation (Horsburgh, et al., 2011; Pérez-Morote, et al., 2020). Trust is a complex interpersonal relationship and organizational concept (Azmi & Asmarianti, 2019). The confidence level in e-government quality here is that government-owned sites are free from interference and can protect personal information. Trust is also used to assess e-government services regarding autonomy of the threat of harm or distrust during the online service process (Riesta et al., 2021).

Influence of Job Satisfaction on Service Quality

The study determined that job satisfaction does not influence service quality, as the significance value stands at 0.171, exceeding the threshold of 0.05, with an estimated value of 0.178 or 17.8%. This outcome contrasts with prior research by Lanin and Hermanto (Lanin & Hermanto, 2019) and Sukotjo (2011), who found that job satisfaction enhances service quality and customer contentment. Similarly, studies by Jossuha et al. (2014) and Subari (2011) identified a positive and meaningful relationship between job satisfaction and service quality.

Someone gratified by their task will certainly deliver feedback to the organization. In this case, it can be in the form of quality services to the community. Job satisfaction can significantly improve civil servants' effectiveness by stimulating maximum service quality (Subari, 2011). Job satisfaction concentrates on how employees perceive their jobs, while organizational commitment pertains to their perspectives toward the entire organization. While each individual can exhibit positive and negative attitudes toward colleagues, a single person can embody numerous attitudes. Nonetheless, the study of organizational behavior prioritizes exploring numerous work-related attitudes. Attitude associated with this work is a positive or negative evaluation of their work environment. Reasonable job satisfaction for each employee will foster good service quality in the organization. Satisfied employees will provide high service values, creating customer satisfaction (Kotler & Keller, 2012).

Job satisfaction is measured using four indicators: the job, salary and wages, promotion, and work colleagues (Robbin et al., 2015). The biggest loading factor is the trust indication, which is 0.89 or 89%, indicating that promotion is the most important thing to the respondents investigated. One of the steps that the management must take in the organization to achieve exemplary service quality is to create job satisfaction for its employees. One way employee job satisfaction can be achieved is by giving promotions to the employee for their performance achievements. Bode et al. (Bode, et al., 2022) describe promotion as transitioning from one role to a more elevated one, often in recognition of commendable job performance, extended service tenure, and other factors." The provision of promotions is to provide more excellent suitability and responsibility for the promotion to run well. The employee's work performance must also be improved. Giving employee promotions is part of human resource management activities that are very important to increase employee performance (Fajri, et al., 2015). Promotion is one way of motivating employees to show their outstanding achievements. Giving promotions to employees will increase employee enthusiasm for work, morale and efficiency and can also mean bringing the right people to the correct positions. Promotion is essential for every employee because, with promotion, employees feel there is trust and recognition regarding the abilities and skills of the employee concerned to occupy a higher position.

According to Kotler and Keller (Kotler & Keller, 2012) identified five measures to determine service quality: tangibles, empathy, assurance, reliability, and responsiveness. From the survey results, participants value service quality highly, with the tangibles aspect having the highest weighting at 0.67 or 67%. For those surveyed, the most crucial factor is tangibles, which represent a company's ability to validate its presence to outsiders through physical or tangible proof (Parasuraman et al., 1988). Consumers here cannot touch or see tangibles directly, but the impact can be felt directly from what the organization has done. Tangibles are in the form of physical evidence services. Customer needs in physical form (tangible) are those

that center on tangible amenities such as buildings and rooms, open parking spaces, the cleanliness, tidiness, and comfort of the room, the completeness of the equipment, as well as the employees' look. Today, the demands of organizations to serve consumers as well as possible have become the subject of intense discussion everywhere, so every public organization must be able to respond to this. Consumers who believe they receive poor service might share their negative experiences with others, potentially resulting in dissatisfaction and affecting loyalty (Irma & Saputra, 2020).

According to this study's examination of the data analysis, the research discovered the effect of work motivation and e-government quality has significantly contributed to increasing job satisfaction and service quality. However, job satisfaction cannot contribute to the influence of service quality (influence is not significant). The outcomes' analysis indicates empirically that not all the research hypotheses can be tested. Hence, field-related issues can be examined using relevant theory, which the researcher believes to be accurate. It has been confirmed in the study, concluding that, in the researcher's view, the theory remains reasonably valid and relevant; therefore, this research does not generate new theories or negate existing ones but can reinforce the current theory. However, concerning the variable of job satisfaction on service quality, the research results are in contradiction with the employed theory due to the insignificant effect.

Conclusion

Work motivation and the quality of e-government have a beneficial and significant impact on job satisfaction as well as quality of service. There is no influence of job satisfaction toward service quality. The job satisfaction variable, either directly or as a mediating variable, has yet to be able to contribute to service quality. The contribution of work motivation to job satisfaction is 29%, e-government quality is 53%, work motivation is 77.7%, and e-government quality is 33.5%. The analysis found the most highly scoring loading factors from the indicators of each variable. For work motivation, the highest loading factor is the level of persistence indicator. Subsequently, according to the respondents studied, trust is what they want the most for e-government quality. While, for job satisfaction, according to respondents, what they want the most is a promotion. Lastly, for service quality, according to respondents, the highest loading factor is tangibles. Thus, this study has practical and theoretical ramifications; specifically, the presented hypothesis paradigm implemented as an innovative framework for public services to grow the quality of public services, especially in local government organizations in Indonesia.

Moreover, the research has three limitations. First, this research was conducted in developing countries with a Malay country/society background context; thus, it is possible to generalize to the countries' context with a similar background as Malaysia and Brunei Darussalam. However, the research findings cannot be applied in the developed countries context and non-Malay society. Second, this study has shortcomings in that the design of the model used is very limited. Thus, it is recommended for further researchers to see the effect of service quality more broadly and use other variables outside of the variables that have been used in this model. Third, since civil servants are not paid as much as private sector employees, they could be partially motivated to help others and achieve job satisfaction via altruism. However, altruism is not included, given the available variables. Thus, we suggest that altruism, as a form of motivation, be explored in future research as a factor contributing to/associating with job satisfaction.

Disclosure Statement

The author declares no conflicts of interest that relate to the research, authorship, or publication of this article.

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Author Biographies

Aldri Frinaldi is a Professor in Department of Public Administration, Faculty of Social Science, Universitas Negeri Padang, Indonesia. He is also a member Policy, Law and Political Research Center, Universitas Negeri Padang, Indonesia. Email: aldri@fis.unp.ac.id

Boni Saputra is an Assistant Professor in Department of Public Administration, Faculty of Social Science, Universitas Negeri Padang, Indonesia. He is also a member Policy, Law and Political Research Center, Universitas Negeri Padang, Indonesia and Doctoral Student in the Department of Public Policy and Management, Faculty of Social and Political Sciences, Universitas Gadjah Mada, Yogyakarta, Indonesia. Email: bonisaputra@fis.unp.ac.id

Muhamad Ali Embi is a Professor in the Department of Public Administration, Universiti Utara Malaysia (UUM), Malaysia. Email: ali@uum.edu.my

Dedi Kusuma Habibie is an Assistant Professor in Department of Public Administration, Universitas Riau, Indonesia. Email: dedi.kusuma@lecturer.unri.ac.id

Fenni Hashanah is an Undergraduate Student in the Department of Public Administration, Universitas Negeri Padang, Indonesia. Email: fennihasanah9@gmail.com