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Public service motivation and job satisfaction as driving the quality of public services in disaster emergency

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Abstract. The quality of public services is a serious matter by researchers in the world because good governance will produce good public services. Various studies on the relationship between public service motivation and the quality of public services, especially in developed countries indicates that public service motivation has a significant influence on the quality of public services. However, different results are shown by the results of research in Indonesia, especially the effect of public service motivation on the quality of public service is still less. Indonesia as a country with a large potential for natural disasters and earthquakes requires highly dedicated public servants so that their services be quality, in normal and earthquake or natural disaster situations. To improve the quality of public services, needed high public service motivation, but it is not enough, this is evidenced by the results of research in West Sumatra, Indonesia a few years ago. The authors consider that the motivation of public services has a low direct influence on the quality of public services, but empirical studies that repeatedly examine the relationship are needed. Therefore, it is also necessary to test the hypothesis as proposed by the authors in this paper, that the motivation of public services can increase servant' job satisfaction in the public sector which will encourage the improvement of the quality of their services.

Keywords: Quality of public services, public service motivation, job satisfaction

1. Introduction

Indonesia as a largest archipelagic country which has abundant coastal natural resource and potency of high natural disasters [1]. As a country with a high potential for disaster, a fast and exact response is needed when an earthquake occurs. As several earthquakes that occurred in Indonesia, the last before this paper was made is Lombok earthquake 7.0 Richter scale resulting in public services stopped for a while. Therefore, a serious effort is needed so that the quality of public services can run well even in the earthquake situation.

The quality of public services is very needed by the community at all times, both in safe and emergencies condition and other natural disasters. The quality of public services is how well the level of public services is provided, and it is by customer expectations. It means that the quality of service can be realized through the fulfillment of customer needs and desires as well as the delivery

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accuracy to offset customer expectations. In this case, the quality of service can be measured by comparing between *expected service* with *perceived service*. The government as a public service provider is expected to meet the expectations of the community both in a safe and emergencies condition in which ultimately we can provide a level of community satisfaction.

Several districts or cities experienced significant developments during the era of local autonomy, including the cities of Surabaya, Bandung, and others, as well as Bantaeng regency and in the Province of South Sulawesi. Bantaeng regency has progressed since the last 8 years as [2] found that the beginning of Nurdin Abdullah's leadership, Bantaeng was still included in the list of under-developed regions. As explained Bantaeng Regency often experiences natural disasters, cases of maternal deaths during childbirth, infant and under-five mortality, and malnutrition. In such conditions, the community does not feel the presence of the Government to deal with major public problems. The public services provided by the government seem to be complicated, slow, not even by what needed by the community. Now, Bantaeng government strives to always be present in the midst of its community, one way to create an integrated public service called the *Emergency Service Team*. This team is a form of local government innovation regarding emergency public services. Fatal cases such as maternal death during childbirth can be minimized by shortening the response time and the expertise of the personnel. It is integrated with public health programs such as free treatment and health insurance. Furthermore, as indicated by [3] that the closer the government services to the public, the hidden costs that have been borne by the community to access government services simply can be reduced.

Learning from the case of Bantaeng regency, the author tries to see what causes public services that are fast, responsive, and satisfying the community, both in normal and emergency situations?

2. Quality of Public Services

Experts have emphasized their views on the concept of service, but there is no understanding on the concept of service quality [4] they argue that researchers differ from the different aspects of service quality. There is even a view that says that none of the definitions or models of service quality are generally accepted in society [5]. However, the most common definition holds that quality as customer perception of service quality [6]. They argue that service quality is defined as a gap between customer expectations for service and their perception of service experience. They assume that customers will view a service based on the service performance they get. Among those who accept this assumption is [7] suggests that service quality is usually defined as a discrepancy between the service quality delivered by the organization and the service performance expected by employees. Furthermore [6] suggests that service quality is a global assessment or attitude related to overall service excellence.

His research becomes an inspiration for next few researchers about the services quality that is famous for 5 (five) dimensions of SERVQUAL. Furthermore, [8] conducted research using SERVQUAL to assess customer satisfaction in the public sector in various Scottish Council services. Then, measuring library services with gap value analysis shows that physical evidence and reliability have a negative gap that indicates that customer expectations are not met. Meanwhile, responsiveness and certainty have a positive gap which implies that customer expectations are truly exceeded by the services provided.

Also, [9] researched to explore the application of SERVQUALs approach to access the service quality of the Scottish' Strathclyde Police. In their research, they compare customer expectations with their perceptions of services obtained. Various other researches use 5 (five) dimension as stated by [10] that *the original construct was found to be overly complex, subjective and statistically unreliable, and as a result it was simplified and modified to the five-dimensional model which is measured on five (5) aspects namely - reliability, assurance, tangibility, empathy, and responsiveness (RATER).*

[10] Who modified their findings using 5 (five) dimension of SERVQUAL, namely *reliability, assurance, tangibility, empathy*, and *responsiveness* and they abbreviate with *RATER*. By using these dimensions, the quality of public services can be measured by converting into statement items in the questionnaire. The problem is how to improve the quality of public services so that it continues to run under normal and emergencies conditions? Some references that can explain and answer this question,

including the motivation of public services owned by employees in the public sector, both directly and indirectly will be explained in the next description.

3. Job Satisfaction

Job satisfaction is a factor that can be expected to improve the quality of public services. Satisfied employees with their work will be happy to do their duties and obligations as employees in the public sector, namely serving the community. It is a pleasant or unpleasant emotional state from the workforce or employees who view their work [11]. Meanwhile, [12] defines job satisfaction as a form of pleasant and unpleasant emotional attitude. Employees who are satisfied with their work will appear in the emotional of the employee so that they are motivated to do something that wanted by the job. Employee satisfaction will make employees loving their work. Job satisfaction is enjoyed in work, outside work, and a combination of inside and outside work be a trigger in doing the best for their job.

Job satisfaction as a general attitude towards person' work, the difference between the amount of reward a worker receives and the amount they believe they should receive [13]. Employees who enjoy work will feel satisfied if their hard work and remuneration are felt to be fair and decent [14]. Satisfaction is a perceived pleasure after needs are met. People will think someone is satisfied when their desires or requirements have been fulfilled. Job satisfaction describes how far someone feels happy, comfortable or satisfied with their job. This is a pleasant or positive emotional state resulting from a person' work assessment [15].

According to [16], the main factors that influence job satisfaction as follows:

1. Work itself; a job that gives satisfaction is an interesting and challenging job, not boring, and can provide status.
2. Wages/salary; they are significant, but they are complex and multidimensional factors in job satisfaction.
3. Promotion; promoted opportunities seem to have a variety of effects on job satisfaction because promotion can be in different forms and varying reward.
4. Supervision; it is another important source of job satisfaction.
5. Working group; it will affect job satisfaction. Friendly and cooperative coworkers are a source of job satisfaction for individual employees.

Highly-satisfied employees will give extra effort and contribute positively to the effectiveness and efficiency of their organization. Job satisfaction will lead to better performance and employees will be more committed to their organization [17]

4. Public Service Motivation and its Relation to Job Satisfaction and the Quality of Public Services

Several research shows that public service motivation is a driving factor to improve the quality of public services both directly and through job satisfaction. These research [18] argues that recognition, training, and development (employee' external motivation) as the main source of employee job satisfaction in Pakistani's public sector organizations, but the rewards have no significant impact towards employee's job satisfaction. They who has strong public service motivation directly affects their job satisfaction. This research explains that there are several implications of its findings, including; *the first*, the researchers benefit from the fact that a positive relationship between public service motivation and job satisfaction is not a thing that cannot be proven but can be done in various studies; *the second*, a close linkage between public service motivation and job satisfaction varies greatly depending on the dimension being studied which means that every dimension of public service motivation has varying linkage [19].

While, many studies on public service motivation assume that PSM has a positive effect on job performance [20,21,22] This means that the motivation of public services also influences the service quality of employees in the public sector. Also, many studies have shown that public service motivation is positively related to the work of the public sector [23,24]]. Furthermore [25], suggests

that research of public services motivation has shown a linkage between PSM and work values and financial behavior.

Research on the motivation of public services in developed countries, as conducted by [26,27,20] etc., they find that there is a significant influence of public service motivation to performance among civil servants. The performance as a civil servant is nothing but a description of the quality of public service. However, as result of studies in developing countries show somewhat different results, where the influence of public services motivation is very small on improving the quality of services in the public sector, as conducted by [28] by examining civil servants in the West Sumatera government shows very little effect.

The author assumes that research in developing countries needs to pay attention to several factors that can mediate so that the influence of public service motivation on the quality of public services can be improved, including job satisfaction of civil servants. As well as, the author assumes that initially, the motivation of public services increases employee' satisfaction in the public sector which can further encourage the improvement of the quality of public services [29, 30, 31, 32]. Suggests that public service motivation can increase employee job satisfaction in the public sector. Furthermore, [33] suggest that employees who are satisfied with their work will encourage the improvement of the quality of their services. Based on this, a hypothesis can be created as shown in figure 1:

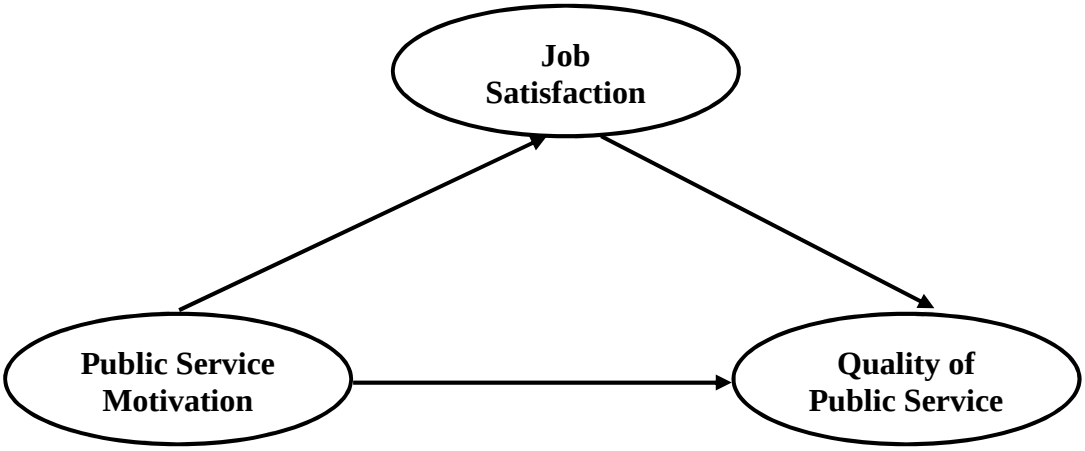


Figure 1 Conceptual framework as a hypothesis

The quality of public services can be improved by increasing the motivation of employee's public services, but this increase has not been maximized, especially in developing countries [28] therefore by increasing job satisfaction of employees we further improve the quality of public services [34,35] especially during earthquake situation or other natural disasters. This hypothesis still needs to be verified by research, while writing this paper, the authors conduct in-depth research in South Sulawesi - Indonesia especially in developing countries such as Indonesia.

5. Conclusion

The quality of public services is a serious matter by researchers in the world because good governance will produce good public services. Indonesia as a country with a large potential for natural disasters and earthquakes requires highly dedicated public servants so that their services be quality, in normal and earthquake or natural disaster situations. To improve the quality of public services, needed high public service motivation, but it is not enough, the results of research in Indonesia evidence this. The authors consider that the motivation of public services has a low direct influence on the quality of public services, but empirical studies that repeatedly examine the relationship are needed. Therefore, it is also necessary to test the hypothesis as proposed by the authors in this paper, that the motivation of

public services can increase servant' job satisfaction in the public sector which will encourage the improvement of the quality of their services.

The quality of public services is a serious matter by researchers around the world because a good government will produce good public services. Indonesia as a country with a large potential for natural disasters and earthquakes requires highly dedicated public servants so that their services are of high quality, in normal situations and situations of earthquake emergencies or natural disasters. To improve the quality of public services, employees who have high public service motivation are needed, but the motivation for high public services is not enough to be proven by studies, especially in Indonesia. The authors suspect that the motivation of public services has a low direct influence on the quality of public services, but an empirical study is needed that repeatedly tests the relationship. Therefore, it is also necessary to test the hypothesis that the authors propose in this paper, that the motivation of public services can increase the job satisfaction of employees in the public sector which will encourage the improvement of the quality of their services.

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