



## The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Erina Rulianti<sup>1</sup>, Giri Nurpribadi<sup>2</sup>

<sup>1,2</sup>Universitas Pelita Bangsa, Indonesia

Correspondent: [Erina.rulianti@pelitabangsa.ac.id](mailto:Erina.rulianti@pelitabangsa.ac.id)<sup>1</sup>

Received : November 27, 2023

Accepted : January 10, 2024

Published : January 31, 2024

Citation: Rulianti, E., Nurpribadi, G. (2024). The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction. *Ilomata International Journal of Social Science*, 5(1), 60-74. <https://doi.org/10.52728/ijss.v5i1.1059>

**ABSTRACT:** The purpose of this study was to determine the effect of Quality of Public Services, Work Discipline, and Organizational Culture to Community Satisfaction. The population in this study were the people of Waluya Village who already had KTPs in hamlet II with a total of 833 family cards. Sampling using the Slovin method with a sample of 270 respondents. The data collection technique used a questionnaire distributed to respondents. Questions in the questionnaire were scored on a Likert scale of 1-5. The data analysis used is multiple linear regression analysis. The results of the regression analysis in this study indicate that partially or simultaneously, the quality of public services, work discipline, and organizational culture have a positive and significant effect on community satisfaction. Simultaneously improving the quality of public services, employee discipline, and good organizational culture will have a positive impact on increasing community satisfaction.

**Keywords:** Quality of Public Services, Work Discipline, Organizational Culture, Community Satisfaction



This is an open access article under the CC-BY 4.0 license

## INTRODUCTION

Public services exist to enhance collective well-being, with community satisfaction serving as a vital barometer of government effectiveness across functions like healthcare, education, and social welfare ([Diaz-Serrano & Meix-Llop, 2019](#); [Kyriacou & Roca-Sagalés, 2019](#); [Morgeson, 2012](#)). However, dissatisfaction has grown as austerity measures degrade service quality, efficiency overrides responsiveness, scandals undermine leadership credibility, and overworked personnel breed neglect. These conditions risk severing state-society relations if grievances amplify alienation. Core issues involve tensions between constrained resources and rising public expectations of government ([Aldashev et al., 2018](#); [Cheng et al., 2020](#)). Resolutions require addressing mismatches between community needs and capacities hindering the consistent delivery of quality, accessible public services able to uplift living standards. While innovations like digitization, participation, and decentralization exhibit potential, these cannot replace genuine state commitment to enhancing collective well-being. As governments balance interests fundamental to social contracts, public managers face growing calls to champion people-first principles through upgraded platforms fortified by accountability and localized voice. Community satisfaction prospects thereby hinge on

## The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

---

delivering substantive reforms to fulfill public purpose across functions pivotal to societal functioning ([Van Ryzin, 2021](#)). This underscores the urgency of rehabilitating services, trust, and value creation across state institutions.

Basically, public service is a service activity carried out by public service organizers as an effort to meet public needs and implement the implementation of laws and regulations. The implementation of public services, government apparatus creates prosperity. The community has the right to get the best service from the government because the community has provided funds in the form of tax payments, levies and various other strengths. In accordance with Law of the Republic of Indonesia Number 25 of 2009 concerning public services, that the community has the right to get quality services in accordance with the principles and services. The main goal of public service is community satisfaction. Community satisfaction can be realized if the services provided are in accordance with service standards or are better than predetermined standards. Therefore, to measure community satisfaction and the quality of services provided is to use the community satisfaction index contained in the decree of the Minister of State Apparatus Empowerment number KEP//25/M.PAN/2/2004 dated February 25 concerning general guidelines for the preparation of community satisfaction index for government agency service units. The community satisfaction index here is data and information about the level of community satisfaction obtained from the results of quantitative measurement of community opinions in obtaining services from the public service provider apparatus by comparing their expectations and needs.

Community satisfaction is an important benchmark for the success of governance and public services in a country ([Dwiyanto et al., 2017](#)); ([Mpinganjira et al., 2022](#)). It constitutes both an assessment of government effectiveness in enabling social functioning, as well as an affective orientation shaping behaviors like trust, participation, and voluntary compliance vital for state-society relations ([Jung, 2019](#)). Researchers have linked community satisfaction to services like healthcare, education, safety, regulations and infrastructure ([Jeong & Jung, 2021](#)). Key drivers tend to be accessibility, accountability, inclusive problem-solving, and the perceived commitment of officials to understanding and addressing public needs ([Kampen et al., 2021](#)). As such, governments pursue community satisfaction via digitized platforms, decentralized authorities, and continual upgrades to demonstrate relevance in enabling collective wellbeing ([Wittmer & Coursey, 2018](#)). Sustained public confidence relies on maintaining constructive state-society bonds rooted in satisfaction and trust.

Public service quality refers to the effectiveness and efficiency of public services in meeting citizens' needs and expectations. High quality public services are critical for building public trust and confidence in government ([Grimmelikhuijsen et al., 2019](#)). Governments worldwide have undertaken various initiatives to improve service quality, such as adopting customer charters, performance measurement frameworks, and digital transformation ([Nasiriani et al., 2020](#)). However, challenges remain in consistently delivering quality services across all areas of public administration and meeting rising citizen demands. Continued focus is needed on human resource management, process improvements, and service innovation to enhance public service quality ([Vandenabeele et al., 2020](#)). High-performing organizations recognize that service quality requires

## The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

---

an organizational culture that empowers frontline employees and values customer satisfaction ([Blouin et al., 2019](#); [Lyu & Lee, 2021](#); [Schneider et al., 2013](#)).

Work discipline refers to employees' adherence to workplace rules, policies, and procedures. High levels of discipline create order and consistency in job performance, which is key for organizational success ([Kaur, 2020](#)). Employees with strong discipline follow protocols, meet deadlines, have lower absenteeism, and avoid misconduct ([Satyawati, 2019](#)). Enhancing work discipline requires clear communication of expectations, modeling desired behaviors, and fair enforcement of consequences for violations ([Idris, 2019](#)). Research shows that government and community organizations with disciplined workforces tend to have higher citizen or customer satisfaction ([Ann & Blum, 2020](#)); ([Kaur & Sambasivan, 2018](#)). Adherence to standardized processes and reliable task execution increases public trust and the perceived quality of services. Fostering discipline through training, incentives and leadership helps ensure community members have positive, consistent experiences and feel their needs are met. Thus, work discipline directly impacts community satisfaction with an organization.

Organizational culture encompasses the shared assumptions, values, and norms that shape behavior within an organization ([Kumari & Singh, 2018](#); [Martins & Coetzee, 2019](#); [Nikpour, 2017](#)). A strong culture that aligns with an organization's goals and priorities acts as a social control system to guide employee actions and decision-making ([Nongo & Ikyanyon, 2012](#)). Research indicates that a culture emphasizing teamwork, innovation, and customer service orientation tends to improve performance in public and nonprofit organizations that serve local communities ([S. M. Park et al., 2017](#)). Employees embrace cultural values focused on understanding citizens' needs, collaborating across departments, and continuously improving services to better assist the public ([Andrews & Wankhade, 2017](#)). This enhances communication between staff and community members, fosters citizen trust in the organization, and makes the public feel their voices are heard ([Kaur & Sharma, 2019](#)). Additionally, a flexible culture that gives frontline employees discretion shows the organization values responding effectively to community concerns ([Van der Voet & Van de Walle, 2018](#)). Leaders play a pivotal role in cultivating an organizational culture aligned around serving citizens and delivering quality, reliable services to the public ([Abdullah et al., 2019](#); [Azizollah et al., 2015](#); [Kwon & Guo, 2019](#)). When employees and leaders unite behind shared cultural values of customer service and community empowerment, citizens perceive the organization as more responsive and are more satisfied with the services received ([Kim & Han, 2015](#)).

People who have an interest in obtaining information related to services are by asking officers then officers will give directions to the community. The absence of socialization provided to the community is still lacking, such as holding regular meetings or providing oral information to organizations or groups in Waluya Village.

In addition to factors in providing information, service delivery employees must also have attitudes and behaviors needed by the community. The attitudes and behaviors shown by Waluya Village office employees when researchers observed that Waluya Village Hall employees still discriminated between people in service. For example, A is a close friend of one of the employees, so the services

provided will take precedence and set aside other communities. So that the community does not feel comfortable and is not satisfied with the services provided by Waluya Village office employees.

Based on this presentation, this study aims to analyze the influence of the three factors above on community satisfaction in certain contexts and loci. The results of the study are expected to strengthen empirical evidence on this topic that is still rarely studied.

## METHOD

This research uses quantitative research. The population in this study were the people of Waluya Village who already had KTPs in hamlet II with a total of 833 family cards. Sampling using the Slovin method with a sample of 270 respondents with a margin of error of 5%. The data collection technique used a questionnaire distributed to respondents. Questions in the questionnaire were scored on a Likert scale of 1-5. The data analysis used is multiple linear regression analysis. Before regression analysis is carried out, a classical assumption test will be carried out which includes normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. After meeting the requirements of the classical assumption test, the data was analyzed using multiple linear regression analysis to determine the effect of public service quality, work discipline, and organizational culture on community satisfaction both partially and simultaneously. Multiple linear regression analysis was carried out with the help of SPSS 25 software. The results of the regression analysis in this study indicate that partially and simultaneously, public service quality, work discipline, and organizational culture have a positive and significant effect on community satisfaction.

## RESULT AND DISCUSSION

### Validity Test

Table 1. Validity Test Results (X1)

Question Item	R count	R table	Description
X1.1	0,597	0,119	Valid
X1.2	0,334	0,119	Valid
X1.3	0,676	0,119	Valid
X1.4	0,401	0,119	Valid
X1.5	0,372	0,119	Valid
X1.6	0,447	0,119	Valid
X1.7	0,420	0,119	Valid
X1.8	0,534	0,119	Valid
X1.9	0,473	0,119	Valid
X1.10	0,504	0,119	Valid
X1.11	0,518	0,119	Valid
X1.12	0,676	0,119	Valid

Source : SPSS 25 processed data (2022)

# The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

Based on table 1, it can be seen that the value of the correlation coefficient in the validity test of the quality of public services obtained states  $r$  calculate  $>$   $r$  table, so that this validity test is declared valid.

**Table 2. Validity Test Results (X2)**

Question items	R count	R table	Description
X2.1	0,564	0,119	Valid
X2.2	0,419	0,119	Valid
X2.3	0,439	0,119	Valid
X2.4	0,439	0,119	Valid
X2.5	0,415	0,119	Valid
X2.6	0,486	0,119	Valid
X2.7	0,548	0,119	Valid
X2.8	0,554	0,119	Valid
X2.9	0,449	0,119	Valid
X2.10	0,394	0,119	Valid
X2.11	0,433	0,119	Valid
X2.12	0,591	0,119	Valid

Source : SPSS 25 processed data (2022)

Based on table 2, it can be seen that the value of the correlation coefficient in the Work Discipline validity test obtained states  $r$  calculate  $>$   $r$  table, so that this validity test is declared valid.

**Table 3. Validity Test Results (X3)**

Question items	R count	R table	Description
X3.1	0,581	0,119	Valid
X3.2	0,416	0,119	Valid
X3.3	0,446	0,119	Valid
X3.4	0,390	0,119	Valid
X3.5	0,364	0,119	Valid
X3.6	0,434	0,119	Valid
X3.7	0,571	0,119	Valid
X3.8	0,376	0,119	Valid
X3.9	0,481	0,119	Valid
X3.10	0,435	0,119	Valid
X3.11	0,437	0,119	Valid
X3.12	0,586	0,119	Valid

Source : SPSS 25 processed data (2022)

Based on table 3, it can be seen that the value of the correlation coefficient in the organizational culture validity test obtained states  $r$  calculate  $>$   $r$  table, so this validity test is declared valid.

**Table 4. Validity Test Results (Y)**

# The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

Question items	R count	R table	Description
Y1	0,574	0,119	Valid
Y2	0,348	0,119	Valid
Y3	0,449	0,119	Valid
Y4	0,404	0,119	Valid
Y5	0,639	0,119	Valid
Y6	0,330	0,119	Valid
Y7	0,569	0,119	Valid
Y8	0,419	0,119	Valid
Y9	0,361	0,119	Valid
Y10	0,442	0,119	Valid
Y11	0,444	0,119	Valid
Y12	0,500	0,119	Valid
Y13	0,533	0,119	Valid
Y14	0,454	0,119	Valid
Y15	0,433	0,119	Valid

Source : SPSS 25 processed data (2022)

Based on table 4, it can be seen that the value of the correlation coefficient in the Community Satisfaction validity test obtained states  $r$  calculate  $>$   $r$  table, so that this validity test is declared valid.

## Reliability Test

Table 5. Reliability Test Results

Variabel	Alpha Crobach	Minimal Crobach's Alpha	Keterangan
Quality of public services (X1)	0,721	0,6	Reliabel
Work discipline (X2)	0,678	0,6	Reliabel
Organizational culture (X3)	0,660	0,6	Reliabel
Community satisfaction(Y)	0,734	0,6	Reliabel

Source : SPSS 25 processed data (2022)

Based on table 5, it is stated that the data tested has a good reliability variable value because the overall value of Cronbach's Alpha shows results greater than the specified critical limit of 0.60. From the results in the table above, it can be seen that the reliability value of the Public Service Quality variable is 0.721, the reliability value of work discipline is 0.678, the reliability value of organizational culture is 0.660, and the reliability value of the community satisfaction variable is 0.734.

# The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

From the analysis that has been done, it can be concluded that in general the questionnaires that have been made meet the rules and assumptions are valid and reliable, meaning that the statements in the Reliability Test column are appropriate for use in examining the Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction.

## Classical Assumption Test

### Normality Test

**Table 6. Normality Test Results**

Unstandardized Residual

N		270
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.43145762
Most Extreme Differences	Absolute	.055
	Positive	.038
	Negative	-.055
Test Statistic		.055
Asymp. Sig. (2-tailed) <sup>c</sup>		.044 <sup>d</sup>

Source : SPSS 25 processed data (2022)

Based on table 6 it can be seen that the significance value is small from 0.05. The value can be seen in the asymp.sig column showing a figure of 0.44 ° Overall, it can be concluded that the data in this study is normal.

### Multicollinearity Test

**Table 7. Multicollinearity Test Results**

Model	Collinearity Statistics		
	Tolerance	VIF	
	(constant)		
1	X1	.294	3.404
	X2	.744	1.344
	X3	.268	3.733

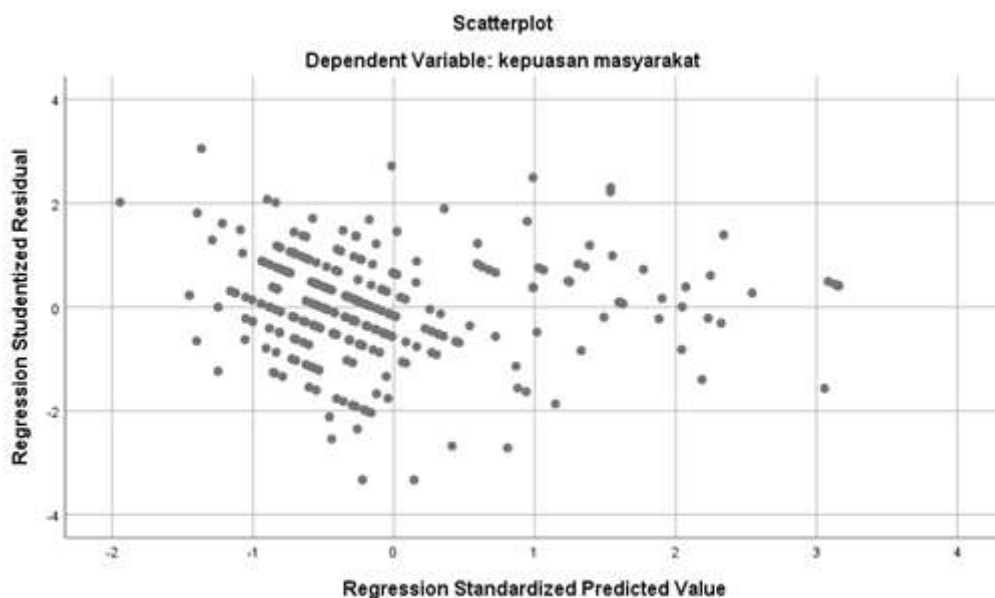
Source : SPSS 25 processed data (2022)

Based on table 7 shows that the VIF value is less than 10 and tolerance is not < 0.1, meaning there is no relationship or relationship between independent variables in this study. Therefore, it can be concluded that regression models do not occur multicollinearity.



### Heteroscedasticity Test

Figure 2. Heteroscedasticity Test



Source : SPSS 25 processed data (2022)

Good regression models usually lack heteroscedasticity. The scatterplot shows whether the regression model shows heteroscedasticity. If there is a certain pattern on the chart, it indicates that heteroscedasticity has occurred. From Figure 2 we can see that the points are randomly distributed and distributed above and below 0 on the Y axis. In this study it can be concluded that the regression model is not heteroscedasticity.

### Hipotesis Test

#### The Effect of Public Service Quality on Community Satisfaction

Table 8. Results of Public Service Quality on Community Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 <sup>a</sup>	.486	.484	2.625

a. Predictors: (Constant), kualitas pelayanan publik

Source : SPSS 25 processed data (2022)

Based on the significance test in table 8 the quality of public services received an adjusted decision factor value of 0.484, which is equivalent to 48.4%. This means that the variability of the community satisfaction variable that can be explained by the Public Service Quality variable is



## The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

48.4%, while the remaining 51.6% is explained by other variables that are not included in the regression model of this study.

### The Effect of Work Discipline on Community Satisfaction

Table 9. Results of Work Discipline on Community Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453 <sup>a</sup>	.206	.203	3.264

a. Predictors: (Constant), disiplin kerja

Source : SPSS 25 processed data (2022)

Based on the significance test in table 9 Work Discipline received an adjusted decision factor value of 0.203, which is equivalent to 20.3%. This means that the variability of the Community Satisfaction variable that can be explained by the Public Service Quality variable is 20.3%, while the remaining 79.7% is explained by other variables that are not included in the regression model of this study.

### The Influence of Organizational Culture on Community Satisfaction

Table 10. The Results of Organizational Culture on Community Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 <sup>a</sup>	.518	.516	2.542

a. Predictors: (Constant), budaya organisasi

Source : SPSS 25 processed data (2022)

Based on the significance test in table 10 Organizational Culture received an adjusted decision factor value of 0.516, which equates to 51.6%. This means that the variability of the Community Satisfaction variable that can be explained by the Organizational Culture variable is 51.6%, while the remaining 48.4% is explained by other variables that are not included in the regression model of this study.

## T Test

### The Effect of Public Service Quality on Community Satisfaction

Table 11. Results of Public Service Quality on Community Satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.910	.679		7.235	.000
	kualitas pelayanan publik	.440	.028	.697	15.920	.000

a. Dependent Variable: kepuasan masyarakat

Source : SPSS 25 processed data (2022)

From the calculation results, t calculate the Public Service Quality variable of 15,920 which means greater than t table 2,594. And the Sig value of 0.000 < 0.05. From this it can be concluded that Ha1 is accepted, which shows that the Quality of Public Services is a factor that affects Community Satisfaction. This indicates that the null hypothesis (Ho) has been rejected. This means that the research hypothesis that Waluya Village Community Satisfaction will have a positive impact on the Quality of Public Services will be accepted.

### The Effect of Work Discipline on Community Satisfaction

Table 12. Results of Work Discipline on Community Satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.266	.764		12.126	.000
	disiplin kerja	.266	.032	.453	8.327	.000

a. Dependent Variable: kepuasan masyarakat

Source : SPSS 25 processed data (2022)

From the calculation results, t calculate the Work Discipline variable of 8,327 which means greater than t table 2,594. And the Sig value of 0.000 < 0.05. From this it can be concluded that Ha1 is accepted, which shows that Work Discipline is a factor that affects Community Satisfaction. This indicates that the null hypothesis (Ho) has been rejected. This means that the research hypothesis that Waluya Village Community Satisfaction will have a positive impact on Work Discipline will be accepted.

The Influence of Organizational Culture on Community Satisfaction

Table 13. The Results of Organizational Culture on Community Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.028	.688		5.851	.000
	budaya organisasi	.546	.032	.720	16.970	.000

a. Dependent Variable: kepuasan masyarakat

Source : SPSS 25 processed data (2022)

From the calculation results, t calculate the Organizational Culture variable of 16,970 which means greater than t table 2,594. And the Sig value of 0.000 < 0.05. From this it can be concluded that Ha1 is accepted, which shows that Organizational Culture is a factor that affects Community Satisfaction. This indicates that the null hypothesis (Ho) has been rejected. This means that the research hypothesis that Waluya Village Community Satisfaction will have a positive impact on Organizational Culture will be accepted.

Coefficient of Determination Test

Table 14. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 <sup>a</sup>	.557	.552	2.44513

a. Predictors: (Constant), X3, X2, X1

Source : SPSS 25 processed data (2022)

The table above illustrates the coefficient of determination or the magnitude of the adjusted R2 (0.552). This shows that 55.2% of the variables of Community Satisfaction can be explained by the variables of Public Service Quality, Work Discipline and Organizational Culture. The rest (100% - 55.2% = 44.8%) is explained by variables other than the above equation.

The Effect of Public Service Quality on Community Satisfaction

The results of this study show that the quality of public services can contribute to community satisfaction. The quality of public services is crucial in an effort to increase public satisfaction with the administration of government and public services (Mahmoud & Hinson, 2012). The results of a study on 150 United States citizens revealed that the quality of interaction, physical environment, service outcomes, and waiting times had a positive and significant effect on community satisfaction

## **The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction**

Rulianti & Nurpribadi

---

([Le & Tam, 2022](#)). The government is required to provide excellent services that are fast, accurate, transparent, affordable, fair and non-discriminatory. Improving the quality of public services can be done by improving the system, facilities, and competence of service providers. In addition, the implementation of e-government and digitization of business processes are also useful to bring public access to various government services closer. The better the quality of public services, the more citizens' trust and satisfaction with the performance of government bureaucracy will increase ([Le & Tam, 2022](#)).

### **The Effect of Work Discipline on Community Satisfaction**

The results showed that work discipline was able to contribute to community satisfaction. Work discipline in the public bureaucracy affects the quality of service and community satisfaction ([Aldulaimi, 2016](#)). The results of research on 300 citizens in India confirmed that the application of working hour rules, electronic attendance, and reward and punishment had a positive impact on the work discipline of the state civil apparatus ([Pandya, 2022](#)). This high level of discipline ultimately reduces the level of negligence, errors, and irregularities in the implementation of public service duties. Disciplined state civil servants tend to have a good work ethic and responsibility in serving the needs of the community. They come and go on time, observe good manners, and work according to procedures to minimize community complaints. Thus, increasing the work discipline of the apparatus has a positive impact on public trust and satisfaction in receiving services from the government ([Pandya, 2022](#)). Therefore, enforcement of labor discipline rules in the public sector is essential for bureaucratic reform and optimization of the quality of service to citizens.

### **The Influence of Organizational Culture on Community Satisfaction**

The results showed that organizational culture was able to contribute to increasing community satisfaction. Organizational culture reflected in the values, habits, and priorities of a public institution has an impact on service performance and the level of satisfaction of external stakeholders such as the community ([S. Park & Jo, 2018](#)). Studies on government agencies in South Korea found that customer-oriented organizational culture with values such as caring, responsiveness, and accountability is positively correlated with service recipient community satisfaction ([J. Park, 2022](#)). A bureaucratic culture that puts the community as the focus and partner encourages civil servants to be friendly, fair, transparent and responsible in serving the community. So that public needs can be accommodated properly without having to be complicated or involve KKN. In the end, this condition boils down to increasing public trust and satisfaction with the governance system and public services in a country.

## CONCLUSION

The results showed that the quality of public services, employee discipline, and organizational culture simultaneously and partially had a significant effect on community satisfaction. The better the quality of public services provided by employees with a high level of work discipline and supported by a positive organizational culture, the more public satisfaction will increase. This implies that improving the quality of public services, enforcing work discipline, and forming a good organizational culture can be the main strategies of public service delivery institutions in an effort to increase public satisfaction. For further research, it is recommended to enlarge the scope of research such as increasing the number of independent variables, using different sampling methods, and researching in various public service provider institutions so that the research results are more generalizable. Further research can also test this research model in the context of more specific public services such as in the fields of education and health.

## REFERENCE

- Abdullah, N. H., Shamsuddin, A., Wahab, E. K. A., & Hamid, N. A. A. (2019). The relationship between organizational culture and product innovativeness. *Procedia-Social and Behavioral Sciences*, 1(2), 671–678.
- Aldashev, G., Marini, M., & Verdier, T. (2018). Governance of nonprofit and public organizations: Do organisational forms influence efficiency? *Annals of Public and Cooperative Economics*, 89(2), 253–279.
- Aldulaimi, S. H. (2016). Fundamental factors affecting customer satisfaction of public sector service quality in Iraqi ministries. *Social Responsibility Journal*.
- Andrews, R., & Wankhade, P. (2017). Organizational innovation, public services and social value: The challenges of co-production and public service modernization. *Springer*.
- Ann, & Blum. (2020). Discipline, public service motivation, and teacher satisfaction. *Public Personnel Management*, 49(3), 419–444.
- Azizollah, A., Abolghasem, F., & Mohammad Amin, D. (2015). The Relationship Between Organizational Culture and Organizational Commitment in Zahedan University of Medical Sciences. *Global Journal of Health Science*, 8(7), 195. <https://doi.org/10.5539/gjhs.v8n7p195>
- Blouin, D., Tekian, A., & Harris, I. B. (2019). Do organizational cultures of Canadian medical schools promote a quality culture? *Medical Teacher*, 41(6), 662–667. <https://doi.org/10.1080/0142159X.2018.1540774>
- Cheng, Y., Shi, Y., & Andrew, S. (2020). Exploring the Link between Fiscal Arrangements and the Quality of Public Services: Evidence from Major U.S. Urban Park Systems. *Public Performance and Management Review*, 43(6), 1445–1470. <https://doi.org/10.1080/15309576.2020.1781215>
- Diaz-Serrano, L., & Meix-Llop, E. (2019). Decentralization and the quality of public services: Cross-country evidence from educational data. *Environment and Planning C: Politics and Space*, 37(7), 1296–1316. <https://doi.org/10.1177/2399654418824602>

## The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

---

- Dwiyanto, A., Kusumasari, B., & Eko, P. (2017). Public Service Quality in ASEAN Countries: A Cross-National Analysis. *Korean Journal of Policy Studies*, 32(2).
- Grimmelikhuijsen, S., Porumbescu, G., Hong, B., & Im, T. (2019). The effect of transparency on trust in government: A cross-national comparative experiment. *Public Administration Review*, 73(4), 575–586.
- Idris. (2019). The influence of work discipline on employee performance. *International Journal of Research and Review*, 6(3), 125–132.
- Jeong, M. G., & Jung, C. S. (2021). Red tape and community satisfaction with the government: Exploring the effects of administrative burdens in South Korea. *Public Performance & Management Review*, 44(4), 938–962.
- Jung, C. S. (2019). Why are goals important in the public sector? Exploring the benefits of goal clarity for reducing turnover intention. *International Review of Administrative Sciences*, 85(1), 70–87.
- Kampen, J. K., De Walle, S. V., & Bouckaert, G. (2021). Back to the future? Replicating Van Ryzin's study on citizen trust. *Public Management Review*, 23(6), 830–851.
- Kaur, P. (2020). Workplace discipline and employee performance. *Journal of Critical Reviews*, 7(2), 477–479.
- Kaur, & Sambasivan. (2018). The influence of organizational culture, workplace discipline and workplace environment on organizational commitment. *International Journal of Engineering and Technology*, 7(4), 3779–3782.
- Kim, S., & Han, J. H. (2015). Perceived organizational culture and its influence on organizational citizenship behavior and customer-oriented prosocial behavior of service employees. *International Entrepreneurship and Management Journal*, 11(3), 647–671.
- Kumari, N., & Singh, D. (2018). Impact of Organizational Culture on Employee Performance. *Prabandhan: Indian Journal of Management*, 11(6), 53. <https://doi.org/10.17010/pijom/2018/v11i6/128442>
- Kwon, S., & Guo, B. (2019). South Korean nonprofits under the voucher system: Impact of organizational culture and organizational structure. *International Social Work*, 62(2), 669–683. <https://doi.org/10.1177/0020872817742701>
- Kyriacou, A. P., & Roca-Sagalés, O. (2019). Local Decentralization and the Quality of Public Services in Europe. *Social Indicators Research*, 145(2), 755–776. <https://doi.org/10.1007/s11205-019-02113-z>
- Le, B. P., & Tam, V. W. (2022). Citizen satisfaction with public services—the role of service quality, culture, governance quality and corruption. *Cities*, 118.
- Lyu, J., & Lee, M. (2021). How leadership and public service motivation enhance employee commitment and customer orientation. *Public Management Review*, 23(3), 305–327.
- Mahmoud, M. A., & Hinson, R. E. (2012). Market orientation, innovation and corporate social responsibility practices in Ghana's telecommunication sector. *Social Responsibility Journal*.



## The Effect of Public Service Quality, Work Discipline, and Organizational Culture on Community Satisfaction

Rulianti & Nurpribadi

---

- Martins, N., & Coetzee, M. (2019). Organizational culture in public sector institutions. *In Managing Public Sector Reform in South Africa*, 101–122.
- Morgeson, F. V. (2012). Expectations, disconfirmation, and citizen satisfaction with the US federal government: Testing and expanding the model. *Journal of Public Administration Research and Theory*, 23(2), 289–305.
- Mpinganjira, M., Maduku, D. K., Duh, H. B., & Kauffmann, E. E. (2022). Understanding the main and interaction effects of service quality dimensions on client satisfaction. *Acta Commercii*, 22(1), 1–13.
- Nasiriani, K., Ramayah, T., Gherardi, S., & Nafar, H. (2020). Service quality, customer satisfaction and customer loyalty within the e-banking sector in Iran. *International Journal of Bank Marketing*.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6(1), 65–72. <https://doi.org/10.33844/ijol.2017.60432>
- Nongo, E. S., & Ikyanyon, D. N. (2012). The influence of corporate culture on employee commitment to the organization. *International Journal of Business and Management*, 7(2), 21–28.
- Pandya, M. (2022). Exploring the Impact of E-HRM on Employee Performance: Mediation of Work Discipline. *Qualitative Research in Organizations and Management: An International Journal*.
- Park, J. (2022). Organizational culture, red tape, and administrative corruption: Focusing on the moderated mediation effect of public service motivation. *Public Personnel Management*, 51(1), 118–143.
- Park, S., & Jo, S. J. (2018). The impact of organizational culture on public service motivation and performance. *Sustainability*, 10(12), 4614.
- Park, S. M., Lee, T. H., & Kwak, W. J. (2017). The effects of organizational culture, community partnership, strategic flexibility on the performance in South Korean local governments. *Local Government Studies*, 43(1), 40–57.
- Satyawati, E. (2019). The effect of work discipline on employee performance. *International Journal of Research and Review*, 6(10), 74–79.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational Climate and Culture. *Annual Review of Psychology*, 64(1), 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>
- Van der Voet, J., & Van de Walle, S. (2018). How cutbacks and job satisfaction are related: The role of top-level public managers' autonomy. *Review of Public Personnel Administration*, 3(1), 5–23.
- Van Ryzin, G. G. (2021). Recovering public trust and confidence in government: A model and evidence from federal surveys. *Public Management Review*, 23(10), 1490–1509.
- Vandenabeele, W., Leisink, P., & Knies, E. (2020). Public value creation, measurement and leadership. *Policy and Society*, 39(4), 489–502.
- Wittmer, D., & Coursey, D. (2018). Citizen support for government work culture reform: Why trust in public officials matters. *Review of Public Personnel Administration*, 38(2), 207–224.