

## The effect of service quality on job satisfaction: Evidence from Indonesian electrical owned state firm

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### ABSTRACT

The aim of this research paper is to test the effect of service quality on employee satisfaction at Indonesian electrical owned state company context. The data collection was carried out through questionnaire dissemination to 70 respondents. The respondents are employees in education and training at PT. PLN (Persero) Udiklat Jakarta. This type of research is quantitative, and sampling is done by non-probability sampling. The data analysis used was simple linear regression analysis. The research results showed that service quality still had a significant effect on participant's satisfaction in education and training, both simultaneously and partially at PT. PLN (Persero) Udiklat Jakarta. Employee satisfaction affected by 48.16% of service quality and the rest is 51.84% influenced by other factors that are not examined.

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## 1. Introduction

The first problem underlying this research is the theoretical problem of the research gap. Previous research on the effect of service quality on satisfaction is a research that has been done quite a lot in various context settings (e.g. Kuo & Ye, 2009; Huang et al., 2011; Dolors Seto-Pamies, 2012; David, 2013; Chavan & Ahmad, 2013; Bharwana et al., 2013; Aggrianto, 2014; Saglik & Gulluce, 2014; Khoirista, 2015; Sugiharto, 2015; Murad, 2015; Panjaitan & Yulianti, 2016; Santi & Huda, 2016; Ratanavaraha et al., 2016; Olatokun & Ojo, 2016; Mugambwa, 2016; Aliman & Mohamad, 2016; Sudrajat, 2017; Apriyani & Sunarti, 2017; Noerchoidah, 2017; Nasbir, 2017; Ubaedillah, 2017; Sohail & Jang, 2017; Rajeswari, 2017; Priporas et al., 2017; Farah, 2018; Mohamad, 2018; Maghera, 2018; Pasha, 2018; Adepoju et al., 2018; Oppong et al., 2018). Generally, from some of the previous studies, it was found that the research gap is that service quality has no significant effect on satisfaction and the need for future studies to repeat the testing of the effect of service quality on satisfaction for different countries/contexts. Huang et al. (2011) stated that there was still a part of service quality which could not significantly influence satisfaction with hospitals in Taiwan. Olatokun and Ojo (2016) stated that there was still a part of service quality (i.e., tangibles and reliability) which did not significantly influence the satisfaction of telecommunications service users in Nigeria. Sohail and Jang (2017) stated that future research needs to be carried out on the impact of Servqual on satisfaction in developing countries (Indonesia includes it). Adepoju et al. (2018) stated that the nature of administration Servqual has a positive and noteworthy impact on the fulfillment of hospital patients in Africa, and responsiveness did not have any positive and significant effect. Oppong et al. (2018) stated that there was still a non-positive and significant influence of the element of service quality on the satisfaction of users of health applications in Ghana, Africa. The research gap derived from some previous research is the background of this research, which is to simultaneously and partially reexamine the effect of service quality on satisfaction in different contexts, namely for training employees in the Indonesian electrical owned state company.

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Service quality theory (Parasuraman et al., 1985;1988) states that Servqual affects fulfillment. Servqual hypothesis will, in general, be more widely applied from a marketing perspective rather than a human resource. This study uses a human resource perspective, so it is expected to contribute to enrich the theory of service quality in terms of application. The human resource perspective for service quality theory is a novelty that is still rarely examined because it is carried out in the context of an owned stated company with the type of electricity industry in Indonesia (developing countries in Asia). Pangarso (2014) states that the organization has an important goal. As an organization, PT. PLN (Persero) is the only one in Indonesia owned state company that aims to provide services to the community in providing electricity-related services. Electricity is a human need today because electricity is the fundamental resource for a technology to be function. This technology is mostly related to the fulfillment of basic human needs for life. Nowadays, there is an increase in electricity demand soaring high and fast. The object of this research is PT. PLN (Persero) Jakarta Udiklat which is engaged in providing education and training for human resources. PT. PLN (Persero) Jakarta Udiklat as one of the PLN units is ready to integrate all learning organization resources available in the PLN environment to transform and accelerate the realization of a high-performance culture, by continuing to improve the knowledge, skills and attitudes of PLN people in a “business eco-system” environment PLN as a whole. Wahdiniawati et al. (2014) stated that training and education (education and training) is directed at preparing employees to meet specified requirements and organizational needs, including the procurement of cadres of leaders and staff. According to Wahdiniawati et al. (2014) education and training play an essential role for the good of the organization. According to Wahyudah (2014), the priority to consider in assessing the importance of a company's service quality is the extent to which this service can create satisfaction. Therefore, the company is establishing a service policy, must understand each dimension as an indicator that is considered essential. PT. PLN (Persero) Jakarta Udiklat as the executor of learning activities must provide the best possible service to participants in education and training as long as the participant participates in training activities at PT. PLN (Persero) Jakarta Udiklat with the expectation that participants will be able to improve their performance, so that company performance also increases. The second problem that underlies this research is a practical problem where the target company is related to service and satisfaction and has not been achieved. From the consequences of the study Table 1, it very well may be seen that the achievement value of all items on the satisfaction of the education and training participants does not reach the set targets.

**Table 1**  
Satisfaction survey

No	Item	Achievement	Target
1	Test Assessors	2,92	3,52
2	Assessment	2,91	3,37
3	Assessor	2,96	3,34
4	Instructor	3,00	3,49
5	Schedule	2,88	3,41
6	Consumption	3,00	3,27
7	Material	2,96	3,54
8	Training Services	2,84	3,40
9	Competence	2,88	3,30

Source: PT. PLN (Persero) Udiklat Jakarta

From the results of recapitulation in Table 2, it appears that from the value set by PT. PLN (Persero) Jakarta Udiklat, each evaluation item for evaluation of target services is 3.5, not all types of services are achieved from the target within one year, especially services for homestay and consumption providers.

**Table 2**  
Recapitulation of service evaluation

Month	Information Before Learning	Get involved in learning	Class situation	Material According to the Field	Helpful Material	Instructor	The guesthouse	Consumption	Staff friendliness	Target
April	3.6	3.5	3.4	3.4	3.3	3.5	3.3	3.3	3.4	3.5
May	3.6	3.6	3.5	3.5	3.6	3.6	3.2	3.3	3.5	3.5
June	3.5	3.5	3.4	3.4	3.5	3.6	3.3	3.3	3.5	3.5
July	3.6	3.6	3.6	3.5	3.6	3.6	3.2	3.3	3.4	3.5
August	3.7	3.7	3.6	3.5	3.6	3.6	3.3	3.3	3.5	3.5
September	3.6	3.7	3.6	3.5	3.6	3.6	3.3	3.4	3.6	3.5
October	3.7	3.6	3.6	3.5	3.5	3.6	3.4	3.4	3.5	3.5
November	3.6	3.7	3.6	3.5	3.6	3.6	3.3	3.4	3.5	3.5
December	3.3	3.5	3.3	3.3	3.3	3.5	3.1	3.4	3.5	3.5

Source: PT. PLN (Persero) Udiklat Jakarta

## 2. Theoretical review

### 2.1 Service Quality

Thomas and Loice (2013) state that Servqual can be comprehended as the contrast between client desires and services. On the off chance that desires are more noteworthy than execution, at that point apparent quality is less attractive, and subsequently, disappointment happens. Thomas and Loice (2013,535) define Servqual as a vital idea whose successful usage relies upon the association's quality of services framework and other logical contemplations. The quality of service itself is judged by the recipient not by the size of the service provider as expressed by Tjiptono & Chandra (2016) "*As a party that buys and consumes services, customers (not service providers) assess the level of service quality of a company*".

The theory that states the dimensions of service quality consists of five dimensions of SERVQUAL (Parasuraman et al.,1998) in Tjiptono (2012), Fitzsimmons et al. (2014), Lupiyoadi (2013):

- a. Tangible, to be specific to the capacity of an organization to demonstrate its reality to outside gatherings.
- b. Reliability, precisely the organization's capacity to give benefits in understanding what was guaranteed precisely and dependably.
- c. Responsiveness, which is a strategy to help and give quick (responsive) and suitable administrations to clients, by conveying precise data.
- d. Guarantee and assurance, in particular learning, kindness, pay, and the capacity of organization representatives to develop the trust of clients to the organization.
- e. Empathy, namely giving sincere and individual or personal attention given to customers by trying to understand their desires.

### 2.2 Satisfaction

Every customer (including employees of participants in education and training) will want the best results for something they have received. However, this depends on the company's ability to provide satisfaction itself. Satisfaction is the customer's evaluation of the product or service, whether this is by the needs and expectations of the customer itself (Zeithaml & Bitner, 2013). Meanwhile, according to Kotler and Keller (2012), satisfaction is a feeling of pleasure or disappointment, someone who arises from comparing the performance of perceived products or results against one's expectations. Satisfaction is the level of a person's feelings after comparing (the performance or results) they feel compared to their expectations (Sunyoto, 2012). Consumers can also feel dissatisfied with a service. According to Alma (2014), the cause of the feeling of dissatisfaction consists of six reasons, including:

- a. Not as expected by reality.
- b. Services during the process of enjoying services are not satisfactory.
- c. Personnel behavior is unsatisfactory.
- d. The atmosphere and physical condition of the environment are not supportive.
- e. The costs are too high, because the distance is too far, much time is wasted, and the prices are not appropriate.
- f. Promotion or advertising is too grandiose, does not correspond to reality.

Consumer loyalty can be estimated through apparent Servqual. The Servqual concept to measure satisfaction according to Kotler and Keller (2012) includes:

- a. Core Service, which includes the characteristics of the services offered by the company.
- b. Human Element Of Service Delivery includes activities that involve people or workers during the process of delivering these services to consumers.
- c. Systematization Of Service Delivery (Non-Human Element), includes things that do not involve people in the delivery of these services to consumers (technology used, procedures, and work systems).
- d. Tangibles Of Service (Servicescapes), includes matters relating to the feasibility of facilities, tools, and the appearance of people who deal directly with consumers when delivering these services.
- e. Social Responsibility, where corporate social responsibility can provide a right image or image of the company in the eyes of consumers, where it can affect the overall level of perceived service provided by the company.

To be able to satisfy customer needs, companies can do several stages (Zulian Yamit 2013):

- a. Knowing the needs and desires of customers,
- b. Know the decision-making process,
- c. Build a company image,
- d. Build awareness of the essence of satisfaction.

### 2.3 Relationship between Service Quality and Satisfaction

As indicated by Tjiptono (2014), "administration quality spotlights on endeavors to address the issues and wants just as the exactness of conveyance to counterbalance desires".

The reason the author chose the Parasuraman theory as a reference because this theory is simple and relevant to the measurement of service quality at PT. PLN (Persero) Jakarta Udiklat.



Fig. 1. Framework

The research hypothesis is as follows,

Hypothesis: There is a positive and significant influence on service quality on employee satisfaction of participants in education and training at PT. PLN (Persero) Jakarta Udiklat.

### 3. Research method

This examination is utilizing a quantitative strategy. As per Sugiono (2013), quantitative techniques can be deciphered as an examination strategy based on positivism philosophy, used to examine specific populations or samples, collecting data using research instruments, analyzing quantitative or statistical data with the aim of testing hypotheses that have been set.

**Table 3**

Service quality operational variables

Variable	Dimension	Indicator	Item
Service quality (X)	Empathy	The need for participants in education and training is well available	1
		Information regarding services already received by education and training participants upon arrival	2
	Reliability	The services provided always prioritize a sense of security, comfort to participants in education and training	3
		Polite, friendly attitude is always shown in serving	4
	Responsiveness	Service staff swiftly, friendly serving participants in education and training	5
		Service staff respond very quickly when there is a request from participants in education and training	6
	Assurance	Always prioritize the needs of education and training participants to the fullest	7
		Always serve participants in education and training well even in busy conditions	8
	Physical appearance	Classroom facilities, lodging provided can provide comfort for participants in education and training	9
		The material presented is unusual for the education and training participants	10

Source: Tjiptono dan Chandra (2011)

**Table 4**

Satisfaction operational variables

Variable	Dimension	Indicator	Item
Satisfaction (Y)	Loyal	Participants in education and training get the knowledge that can support their daily tasks	11
		Participants in education and training make PT. PLN (Persero) Udiklat Jakarta as a fun training ground	12
	Enjoy the service	The role of management, the staff, is actively involved in services to support the success of the education and training process	13
		The concern of all parties for complaints raised by education and training participants is a top priority	14
	Recommendation	Existing services at PT. PLN (Persero) Udiklat Jakarta has fulfilled the existing SOP	15
		The education and training participants understood the existing SOPs before learning began	16
	Willingness to give more	Availability of facilities, the hospitality of all staff and service personnel meet the expectations of education and training participants	17
		PT. PLN (Persero) Udiklat Jakarta motto "Serving with a smile" is very much felt by participants in education and training	18
	Suggestion	The active role of all parties in the success of the learning process will improve the image of PT. PLN	19
		The success of the training will improve the performance of PT. PLN (Persero) Udiklat Jakarta	20

Source: Sureshchandar (2002)

#### 3.1 The scale of Measurement

This research uses a Likert scale, according to Sugiyono (2014), namely the Likert scale is used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. In this study, we use a four-scale Likert, namely (strongly agree, agree, disagree, and strongly disagree) to avoid bias (error central tendency).

#### 3.2 Population and Samples

The populace in this examination included all education and training participants who were carrying out their training at PT. PLN (Persero) Udiklat Jakarta with 70 education participants.

In this study, the sampling technique used is nonprobability sampling with the technique has taken saturated sampling (census). According to Sugiyono (2014), the saturation sampling technique is a sampling technique when all members of the population are used as samples. The essential information utilized in this examination is a questionnaire that will be answered by respondents, namely the training participants (education and training) at PT. PLN (Persero) Udiklat Jakarta.

#### 4. Research results and discussion

##### 4.1 Validity and reliability

Validity testing of each measurement item is carried out statistically, either manually or done using a computer through the help of IBM Software (SPSS) version 22 for Windows. The purpose of the validity test is to calculate whether the instrument used can measure what should be measured (Sugiyono, 2015; Amal, 2017; Murti et al., 2013). The minimum requirement to be considered a valid instrument is its validity index value  $\geq 0,3$  (Sugiyono, 2013) and if the product-moment correlation coefficient  $> r$  table. Therefore, all statements that have a correlation level below 0.3 must be corrected because they are considered invalid. Table 5 shows the results of the validity test in this study.

**Table 5**  
Service quality variables validity test results

Variable	Dimension	No Item	calculated R-value	R table value	sig.	Information
Service quality (X)	Empathy	1	0.896	0.235	0.000	Valid
		2	0.852	0.235	0.000	Valid
	Reliability	3	0.824	0.235	0.000	Valid
		4	0.749	0.235	0.000	Valid
	Responsiveness	5	0.872	0.235	0.000	Valid
		6	0.866	0.235	0.000	Valid
	Assurance	7	0.850	0.235	0.000	Valid
		8	0.902	0.235	0.000	Valid
	Physical appearance	9	0.900	0.235	0.000	Valid
		10	0.877	0.235	0.000	Valid

Source: The author processes the results

From Table 5 it can be seen the value of r-calculated each statement item has a value that is above or more prominent than the worth of r-table (0.235), so it can be concluded that all statement items for variable X are declared valid.

**Table 6**  
Satisfaction variables validity test results

Variable	Dimension	No Item	calculated R value	R table value	sig.	Information
Satisfaction (Y)	Loyal	11	0.824	0.235	0.000	Valid
		12	0.749	0.235	0.000	Valid
	Enjoy the service	13	0.872	0.235	0.000	Valid
		14	0.866	0.235	0.000	Valid
	Recommendation	15	0.850	0.235	0.000	Valid
		16	0.902	0.235	0.000	Valid
	Willingness to give more	17	0.896	0.235	0.000	Valid
		18	0.852	0.235	0.000	Valid
	Suggestion	19	0.900	0.235	0.000	Valid
		210	0.887	0.235	0.000	Valid

Source: The author processes the results

From Table 6 it can be seen the estimation of r-calculated each statement item has a value that is above or more prominent than the worth of r-table (0.235), so it can be concluded that all statement items for variable Y are declared valid. A constructor variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.60$ , the higher the internal consistency reliability. Moreover, if it has alpha Cronbach value  $< 0.60$ , then the measurement value is not reliable and should not be processed at a later stage (Ghozali, 2013).

**Table 7**  
Reliability test results

Variable	Cronbach's Alpha	Item	Information
Service quality (X)	0.892	10	Reliable
Satisfaction (Y)	0.923	10	Reliable

Source: The author processes the results

Based on table 7 it can be seen that the value of the reliability coefficient on the variable X (0.892) and the Y variable (0.923) is higher than the value of  $\alpha > 0.60$ , it can be concluded that the variables X and Y are said to be reliable.

4.2 Normality test

According to Imam Ghozali (2013) “The normality test aims to find out whether each variable is ordinarily conveyed or not. Typicality test is required because to test different factors by accepting that the leftover worth pursues the regular circulation. On the off chance that this supposition that is disregarded, at that point the factual test winds up invalid and the parametric measurements cannot be utilized”. The following will be presented the results of the normality test using SPSS Version 22:

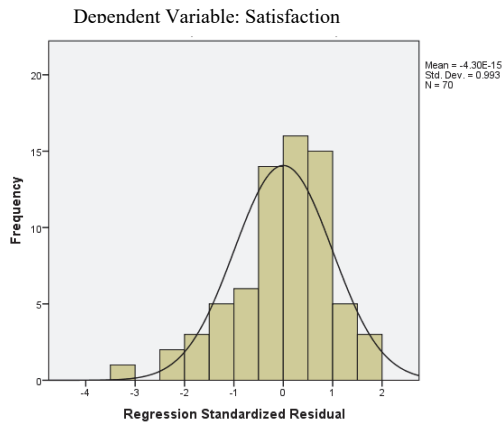


Fig. 2. Histogram Graph for Normality Test

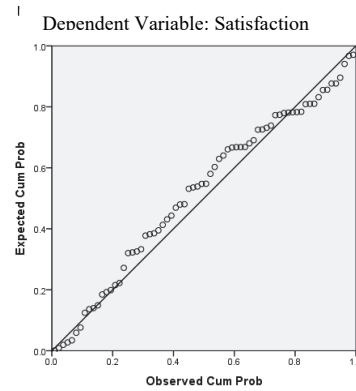


Fig. 3. Normality Test Results

Source Output SPSS Versi 22

From Fig. 2, it can be seen that the histogram curve forms like a mountain or a bell so that it can be seen that the data is usually distributed. Based on Fig. 3, it appears that the data has spread around the diagonal line and follows the direction of the diagonal line. Then it shows the data are normally distributed so that the regression model to determine the effect of Servqual (X) on satisfaction (Y) meets the normality assumption.

Table 8  
One-sample Kolmogorov-Smirnov normality test results

		Service quality	Satisfaction
	N	70	70
Normal Parameters <sup>a,b</sup>	Mean	33.54	33.61
	Std. Deviation	3.425	3.523
Most Extreme Differences	Absolute	.121	.100
	Positive	.121	.100
	Negative	-.110	-.096
	Test Statistic	.121	.100
<b>Asymp. Sig. (2-tailed)</b>		<b>.013<sup>c</sup></b>	<b>.083<sup>c</sup></b>

a. Test distribution is Normal.  
b. Calculated from data.  
c. Lilliefors Significance Correction.

Source: Output SPSS Versi 22

Based on the results of the Kolmogorov-Smirnov test normality test that the known significance value of the service variable (0.13) > probability value (0.05) then the population is normally distributed and the Satisfaction variable (0.083) > probability value (0.05) at that point the populace is ordinarily disseminated.

4.3 Multicollinearity Test

According to Imam Ghozali (2013), multicollinearity test aims to test whether or not there is a correlation between independent variables in the regression model.

Table 9  
Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Service quality	1.000	1.000

Source : Output SPSS Versi 22

In light of Table 9, it tends to be seen that the Servqual variable (X) is 1,000, meaning that the VIF (variance inflation factor) value is due to multicollinearity because the tolerance value of 1,000 is more noteworthy than 0.1 and the VIF worth is not more than 10. Thus, the model This regression can be used.

4.4 Heteroscedasticity Test

As indicated by Imam Ghozali (2013) the heteroscedasticity test expects to test whether or not there is an inconsistent fluctuation from the residuals of one perception to another in the relapse model, if the change from the residuals of one perception to another perception is distinctive then it is called heteroscedasticity. In this investigation, the heteroscedasticity test can be seen in the scatterplot of the SPSS version 22 processing results as follows:

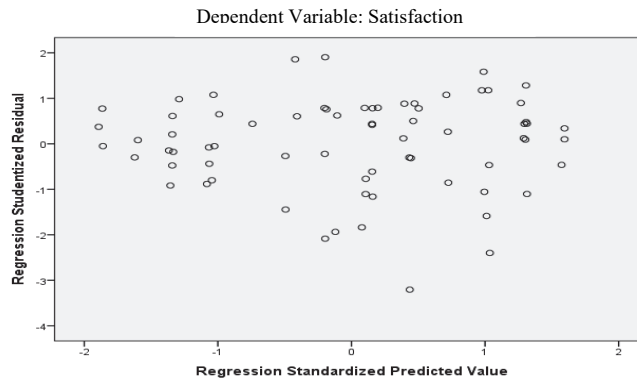


Fig. 4. Heteroskedasticity Test Results  
Source: Output SPSS version 22

Based on Fig. 4 the results of scatter plot analysis show that if the line is drawn horizontally from point 0 then drawn vertically from point 0, it will form a quadrant where the point is in the quadrant which means the data does not occur heteroscedasticity, then the model has fulfilled one of the assumptions to do regression testing.

4.5 Simple Linear Regression Analysis

Table 10 summarizes the results of the regression analysis.

Table 10  
Simple Regression Analysis

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	8.435	2.519
	Service quality	.714	.090

Source : Output SPSS Versi 22

Based on Table 10, a simple regression equation can be written as follows:

$$Y = 8,435 + 0,714X$$

The above equation can be interpreted as pursues:

- a. Consistent estimation of 8.435 states that if the X variable is 0 (zero), then the Y value is 8.435.
- b. The regression coefficient X is positive at 0.714. This means that the variable X influences with the variable Y, and each addition of one unit of service quality (X) will affect the increase in satisfaction (Y) of 0.714.

From the results of the equation, the results obtained indicate that the independent variable (X), namely servqual positively affects the dependent variable (Y), namely satisfaction.

4.6 Partial Hypothesis Test Results (t-test)

Table 11  
t-test Result

Model		t	Sig.
1	(Constant)	3.349	.001
	Service quality	7.939	.000

It can be seen in Table 11 that the value of t calculated is 7.939. While the value of t table is significant 0.05 and the degree of freedom  $df = (n-2)$ , then  $70-2 = 68$  where the value of t table is 1.668. Because t count (7.939) > t table (1.668) then  $H_0$  is rejected, and  $H_1$  is accepted, which can be interpreted that there is an influence of service quality on employee satisfaction of participants in education and training PT. PLN (Persero) Udiklat Jakarta. From table 11 above can show a significant value of 0,000 from a significant level of 0.05, which is explained that the quality of service significantly influences the satisfaction of education and training participants PT. PLN (Persero) Udiklat Jakarta.

#### 4.7 Coefficient of Determination (CD)

According to Sugiyono (2013), the coefficient of determination is used in this study to be able to know how much the level of impact of the free factor on the ward. The accompanying outcomes are the coefficient of determination below:

**Table 12**  
Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.694 <sup>a</sup>	.481	.473	3.647

Predictors: (Constant), Service quality  
Dependent Variable: Satisfaction

Source : Output SPSS version 22

Table 12 shows that the results of the quality of service to the satisfaction of education and training participants PT. PLN (Persero) Udiklat Jakarta which is indicated by the coefficient of determination with value  $R\ Square = 0,481$  with the following formula:

$$CD = r^2 \times 100\% = (0,694)^2 \times 100\% = 48.16\%$$

The coefficient of determination (R Square) shows a result of 0.4816 or 48.16% which is known that the variable quality of service influences the variable satisfaction of employees participating in education and training by 48.16% and the remaining 51.84% is influenced by other variables not researched.

## 5. Conclusion

Nature of Servqual still has a positive and huge impact on satisfaction both in part and simultaneously. PT. PLN (Persero) Udiklat Jakarta is proven to have to maintain service training quality so that training participant satisfaction is maintained. This research has a limitation, that is, it was conducted in a cross-sectional manner which was carried out at a certain time span that was different from the future time context. In addition, there is a limited number of respondents and the scope of research is limited to only one part of the research object. For future research agendas, research with a larger number of respondents is needed which is attempted to cover all research objects so as to provide an overview of the generalization of research results for the electrical energy sector.

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