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The Influence of Service Quality, Performance Commitment, Employee Competence, and Responsiveness on Public Satisfaction in Motor Vehicle Testing Services at the Department of Transportation of Ngawi Regency

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Abstract

The objective of this study is to investigate how service quality, performance commitment, competence, and employee responsiveness influence public satisfaction within motor vehicle inspection services at the Ngawi Regency Transportation Office. Employing a causal-associative quantitative design, the study sampled 100 service users determined through Slovin's formula and selected via random sampling. Data gathered from structured questionnaires were evaluated using multiple linear regression analysis. The findings reveal that all four independent variables simultaneously have a significant impact on public satisfaction, F = 53.147, p < 0.001, explaining 71.0% of the total variance (Adjusted R Square = 0.696). Individually, service quality (Beta = 0.724, p < 0.001) and employee competence (Beta = 0.163, p = 0.012) positively and substantially predict community satisfaction, with service quality emerging as the primary driver. In contrast, performance commitment (p = 0.206) and staff responsiveness (p = 0.336) exhibit no statistically significant partial effects. The study concludes that tangible service standards and technical proficiency are the actual catalysts for citizen satisfaction, rather than operational commitments or individual responsiveness. Consequently, the organization should focus strategic efforts on enhancing physical service attributes and providing ongoing technical development for its personnel.

Keywords: Employee Competence; Employee Responsiveness; Performance Commitment; Public Satisfaction; Service Quality

INTRODUCTION

Public service is a fundamental state obligation aimed at fulfilling the basic needs of society through professional, transparent, and accountable administrative processes as

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mandated by Law Number 25 of 2009. Within the transportation sector, this obligation is actualized through the mandatory periodic motor vehicle testing for commercial and freight vehicles regulated by Law Number 22 of 2009. This service is not merely an administrative procedure but a crucial traffic safety instrument designed to ensure roadworthiness and protect the public. The success of this public service is fundamentally measured by public satisfaction, which PermenPANRB Number 14 of 2017 defines as the conformity between community expectations and the actual performance of the service provider across various dimensions including procedures, time, costs, and facility standards.

The achievement of public satisfaction in vehicle testing services is driven by several interrelated human operational factors, prominently service quality, performance commitment, employee competence, and responsiveness. Service quality encompasses tangibles, reliability, responsiveness, assurance, and empathy, where tangible facilities and employee empathy often serve as the strongest determinants of user satisfaction (Savitri and Damayanti, 2018). This commitment must be supported by employee competence, encompassing technical proficiency and regulatory understanding, to ensure accurate testing and clear communication (Dewi and Muhsin, 2019; Altonie et al., 2022). Additionally, employee responsiveness in addressing needs and complaints promptly is critical in shaping a positive public experience (Marni, 2022).

The Department of Transportation of Ngawi Regency serves as a highly relevant context for examining these variables due to its significant volume of mandatory vehicle testing as recorded by BPS Ngawi (2020) and its specific institutional backing through the Regent Decree Number 100.3.3.2/40/404.101.2/B/2026. Fiscally, the local government has allocated a specific budget of Rp210,006,000 for periodic testing in the 2024 regional budget, underscoring its operational priority. Currently, the Ngawi vehicle testing service is undergoing a major digital transformation by implementing the BLUe Full Cycle system in 2026. This system replaces conventional testing books with smart cards and QR-coded hologram stickers to modernize and integrate the service (Sinar Ngawi, 2026). However, this digital transition requires immense human resource readiness and adequate infrastructure to ensure that the public genuinely experiences an elevation in service quality rather than just a shift in administrative formats.

Despite technological advancements, empirical evidence from various regions indicates that the digitalization of vehicle testing often encounters implementation hurdles. Studies in Pasuruan and Denpasar revealed that even with electronic systems in place, issues such as the persistence of manual registrations and the reliance on illegal brokers remain prevalent due to a lack of public knowledge and user reluctance to navigate the procedures independently (Prianto and Amanah, 2024; Putra and Yoga, 2022). Furthermore, research

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in Blitar emphasized that enhancing physical facilities and examiner skills remains a critical necessity for maintaining user satisfaction in modernized testing units (Zebua et al., 2024). Therefore, analyzing the interaction between human operational elements and the adoption of digital systems is crucial. This research is designed to assess how service quality, performance commitment, staff competence, and responsiveness affect citizen satisfaction amidst the digital system transition within the motor vehicle inspection services at the Ngawi Regency Department of Transportation.

THEORETICAL REVIEW

Service Quality

According to Algifari (2019), service quality is the level of excellence of a service that is able to meet or exceed user expectations, assessed not only from the final outcome but also from the delivery process, staff attitude, procedural convenience, and facility conditions. Angraini (2023) adds that in service management, quality determines customer or public satisfaction; services matching expectations are perceived as good, whereas those falling short are deemed poor. Fauzan and Setiawan (2023) emphasize its criticality in public services, where the government must ensure reasonable, fair, and professional standards since the public lacks commercial alternatives. Furthermore, Sari and Suryani (2023) highlight that public sector quality extends beyond profit, encompassing fairness, accessibility, transparency, and accountability, measured comprehensively through processes, results, and societal impact. Algifari (2019) outlines that service quality is influenced by staff competence, attitude, systems and procedures, infrastructure, leadership, and organizational culture. To measure this variable, Savitri and Damayanti (2018) established five widely used dimensions: tangibles, reliability, responsiveness, assurance, and empathy.

Performance Commitment

Performance commitment is defined by Hakim and Putri (2022) as the determination and earnestness of employees to execute tasks optimally in accordance with established targets, standards, and responsibilities, reflecting discipline, consistency, and a result-oriented approach rather than mere obedience. Nurdin (2024) explains that it relates closely to an internal drive to achieve high work quality, leading employees to maintain attendance, adhere to standard operating procedures, complete services on time, and foster a sense of belonging to the organization.

Camilleri and van der Heijden (2007) demonstrate empirically that organizational and affective commitment significantly influence public sector performance and service

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outcomes, making it a crucial variable in evaluating service effectiveness. Yandi et al. (2024) assert its strategic importance in public service, as highly committed personnel are more disciplined, responsive, and responsible in maintaining service quality. According to Pratama et al. (2020), performance commitment is influenced by individual factors like training and transparent appraisals, as well as organizational factors like solid teamwork and a competitive climate. Based on Dewi and Muhsin (2019), the indicators used to evaluate performance commitment comprise affective commitment, normative commitment, and continuous commitment.

Employee Competence

As stated by Altonie et al. (2022), staff competence comprises the comprehensive knowledge, skills, capabilities, attitudes, and behaviors essential for the successful completion of tasks, which includes technical mastery, interpersonal communication, strategic decision-making, and emotional regulation. Nurdin (2024) posits that from a human resource management perspective, competence is the primary capital determining service output quality, enabling employees to understand tasks, follow procedures, and communicate clearly, whereas low competence leads to inefficiency and decreased public satisfaction. Ingsih et al. (2024) add that competent employees reduce service errors, increase response speed, and adapt to bureaucratic and digital innovations, thereby positively impacting smart digital services and public sector performance. Moeheriono (2012) further links competence to performance management logic, stating that adequate competence facilitates the achievement of organizational standards, making it a primary prerequisite for quality, user-oriented public services. Spencer (2013) asserts that public organizations must view competence development as a long-term strategy, as matching employee capabilities with job demands ensures operational effectiveness and superior performance. Drawing from Altonie et al. (2022), the dimensions used to measure employee competence consist of skills, personal attributes, and knowledge.

Employee Responsiveness

Lilah et al. (2025) define employee responsiveness as the ability and willingness of staff to promptly and accurately address community needs, questions, complaints, and requests, serving as a critical component of service quality since the public expects straightforward services and accessible personnel. Sunyoto (2015) elaborates that responsive employees proactively provide information, assist with obstacles, simplify procedures, and swiftly resolve issues, reflecting the organization's sensitivity to public needs. Tjiptono and Chandra (2016) emphasize its strategic urgency, noting that slow,

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uncommunicative, or dismissive responses significantly degrade public perception of service quality. Furthermore, Dwiyanto (2006) argues from a good governance perspective that responsiveness demonstrates a public organization's commitment to accountability, as a sensitive bureaucracy that addresses real field issues earns greater public trust. Hardiyansyah (2018) adds that responsive personnel are essential for navigating dynamic service situations, preventing complaint accumulation, and maintaining democratic, participatory governance. To operationalize this variable, Lilah et al. (2025) established the dimensions of responsiveness, which include response speed, information accuracy, willingness to help, and promptness.

Public Satisfaction

According to Mayasari (2020), public satisfaction is the emotional state that emerges when the community compares their prior expectations with the actual service received; satisfaction occurs when services meet or exceed expectations, while dissatisfaction arises when they fall short. Sunyoto (2015) reinforces this through the expectancy-disconfirmation theory, explaining that satisfaction is a critical indicator of service success, proving that the service is not only delivered but is also appropriate, beneficial, and fulfills community needs. Kotler (2004) states that public satisfaction serves as a primary performance indicator in management research, providing an objective measure of whether public services operate according to standards rather than just reflecting subjective feelings. To measure this outcome, Thomas (2016) identified key aspects of public satisfaction, which include the willingness to recommend the service to others and the conformity of the service to community expectations.

METHOD

Research Design

This study employs a quantitative approach with a causal associative design. This design was selected to analyze the influence of independent variables namely service quality, performance commitment, competence, and employee responsiveness on the dependent variable, which is public satisfaction. Through this method, statistical measurements were conducted to test hypotheses regarding the causal relationships among the variables under study in an objective and systematic manner.

Setting and Study Population

This study involved 100 respondents selected from a total of 3,226 motor vehicle owners who utilized the Motor Vehicle Testing (*Uji KIR*) services at the Department of Transportation in Ngawi Regency. The sample size was determined using the Slovin formula

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with a 10% margin of error. By applying a probability sampling technique through random sampling, every member of the population had an equal opportunity to be selected as a respondent, thereby ensuring the representativeness of the data.

Sampling Technique Procedure

The sampling technique employed in this study was probability sampling, specifically utilizing a simple random sampling method. This approach was chosen to ensure that every vehicle owner registered in the population at the Department of Transportation in Ngawi Regency had an equal and known probability of being selected, thereby minimizing selection bias and enhancing the representativeness of the sample. Following the determination of the sample size established at 100 respondents using the Slovin formula with a 10% margin of error the research questionnaires were distributed systematically to vehicle owners who visited the facility for Motor Vehicle Testing (*Uji KIR*) services during the data collection period.

Instruments

Data were collected through a structured questionnaire using a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The instruments were designed based on dimensions validated in previous literature:

Service Quality (X_1) measured using dimensions from Savitri & Damayanti (2018), covering tangibles, reliability, responsiveness, assurance, and empathy.

Performance Commitment (X_2) measured using dimensions from Dewi & Muhsin (2019), covering affective, normative, and continuance commitment.

Competence (X_3) measured using dimensions from Altonie et al. (2022), covering skills, personal attributes, and knowledge.

Employee Responsiveness (X_4) Measured using dimensions from Lilah et al. (2025), covering response speed, accuracy of information, willingness to help, and readiness.

Public Satisfaction (Y) measured using dimensions from Thomas (2016), covering recommendation aspects and expectation fulfillment. Each instrument utilized underwent validity testing through correlation between item scores and total scores, as well as reliability testing using the *Cronbach's Alpha* coefficient to ensure the internal consistency of the measurement tools.

Data Collection

Data were collected through a survey approach targeting users of the Uji KIR services at the Department of Transportation of Ngawi Regency. Prior to questionnaire distribution, the researcher obtained formal research authorization from the relevant institution. The

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entire data collection process was conducted in accordance with research ethics, ensuring the identity and confidentiality of all respondents were strictly protected. The primary data collected from the 100 respondents were then verified for completeness and processed using statistical software for further analysis.

Data Analysis

The collected data were evaluated through descriptive and inferential statistics using IBM SPSS version 26. The study utilized a simple linear regression analysis to test the hypothesis, which was ultimately accepted based on a significance threshold of $p < 0.001$.

RESULTS

Table 1: Participants' Demographic Information

Variable	Categories	Frequency	%
Age	**18–20 yrs**	7	7.6
	21–30 yrs	38	41.3
	31–40 yrs	22	23.9
	41–50 yrs	18	19.6
	51–60 yrs	7	7.6
Gender	**Male**	48	52.2
	Female	44	47.8
Education	**Junior High School**	6	6.5
	High School (SMA)	44	47.8
	Bachelor's (S-1)	28	30.4
	Master's (S-2)	6	6.5
	Others	8	8.7
Occupation	**Civil Servant**	15	16.3
	Military/Police	8	8.7

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	Private Sector Employee	26	28.3
	Self-employed	21	22.8
	Others	24	26.1
Total		92	100.0

Table 1 presents the demographic variables of the study respondents. Descriptive statistics revealed that the majority of the respondents (41.3%) were in the 21–30 years age bracket, with males constituting the highest proportion (52.2%). In terms of education level, 47.8% of the respondents had a high school (SMA) educational background. Furthermore, regarding occupation, the largest proportion of respondents (28.3%) worked as private sector employees. This baseline distribution underscores the primary characteristics of the vehicle owners accessing services at the transportation facility. Overall, this profile represents the main user segment of the KIR Testing services at the Ngawi Regency Department of Transportation, which is dominated by active and dynamic individuals of productive age who support economic mobility in the region.

Testing the hypothesis

Service quality, performance commitment, competence, and employee responsiveness will significantly predict public satisfaction. This hypothesis was tested using multiple linear regression analysis, and the results are presented in Tables 2a - 2c.

Table 2a: Coefficient of Determination (Model Summary)

Model	R	R Square	Adjusted R^2	Std. Error of the Estimate
1	.842	.710	.696	.963

Table 2b: F-Test / Simultaneous (ANOVA)

Model	df	F	Sig.
Regression	4	53.174	0.000
Residual	87		
Total	91		

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Table 2c: t-Test / Partial (Coefficients)

Model	t	Sig.
(Constant)	-0.108	0.914
Service Quality	9.763	0.000
Performance Commitment	1.275	0.206
Competence	2.579	0.012
Employee Responsiveness	0.967	0.336

Tables 2a - 2c show the results of the regression analysis conducted to determine whether service quality, performance commitment, competence, and employee responsiveness can predict public satisfaction. The results revealed that these variables simultaneously significantly predicted public satisfaction, $R2 = 0.710$, $F(4, 87) = 53.174$, $p < 0.001$. Partially, service quality ($t = 9.763$, $p < 0.001$) and competence ($t = 2.579$, $p = 0.012$) indicated a positive and statistically significant predictive relationship. On the other hand, performance commitment ($t = 1.275$, $p = 0.206$) and employee responsiveness ($t = 0.967$, $p = 0.336$) did not show a significant predictive influence. Furthermore, the model explains that these four variables collectively accounted for 71% of the variance in public satisfaction, a proportion considered high and meaningful in this study. This supported the research hypothesis.

DISCUSSION

Consistent with the theories of Sunyoto (2015) and Angraini (2023), the simultaneous influence of service quality, performance commitment, staff competence, and responsiveness proves that satisfying diverse operational dimensions creates a collective synergy. This combined effect plays a critical role in fulfilling the overall expectations of the public regarding institutional services. Individually, service quality emerged as the strongest predictor of public satisfaction. This finding is consistent with Mayasari (2020) and Zebua et al. (2024), who argue that high-quality public services characterized by transparency, fairness, and reliability directly foster public trust and satisfaction. Similarly, staff competence significantly and positively predicted satisfaction, corroborating Altonie et al. (2022) and Dewi and Muhsin (2019). Competent employees execute digital and manual

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administrative tasks accurately and efficiently, minimizing procedural errors and enhancing the service experience (Moeheriono, 2012; Ingsih et al., 2024).

Conversely, performance commitment did not significantly predict satisfaction, supporting Damanik et al. (2024) and Pratama et al. (2020), who suggest that while organizational commitment optimizes internal procedural efficiency, it does not directly translate to external user satisfaction if structural or systemic limitations persist. Similarly, employee responsiveness failed to show a significant predictive effect. As highlighted by Dwiyanto (2006), the public prioritizes a seamless, low-barrier, and error-free system over rapid reactive troubleshooting. Quick staff responses cannot compensate for systemic delays or deep-seated bureaucratic friction (Tjiptono & Chandra, 2016).

CONCLUSION

In conclusion, community contentment with the motor vehicle testing services (Uji KIR) at the Ngawi Regency Department of Transportation is collectively driven by the dimension of service quality, performance commitment, competence, and employee responsiveness. However, the partial analysis reveals that only service quality and staff competence act as positive and significant predictors of public satisfaction, indicating that users prioritize actual service standards and staff expertise. In contrast, employee performance commitment and responsiveness do not individually exert a significant impact on satisfaction, as users favor a smooth, seamless administrative system over internal organizational standards or reactive troubleshooting.

Recommendations

The Ngawi Regency Department of Transportation should simplify its service procedures by presenting them in clear, visual flowcharts and straightforward guides, accessible both physically at the service center and through digital platforms. Furthermore, the department must actively engage in public social media campaigns to share informative updates regarding schedules, program benefits, and digital services. Utilizing these research findings will assist the department in making strategic decisions, particularly in improving service quality and staff competence, while aligning employee responsiveness with systemic efficiency to resolve administrative bottlenecks.

Universitas Merdeka Madiun is recommended to enrich its academic resources by providing broader literature and research databases related to public sector management. This support will encourage students to implement more diverse analytical methods and varied research models. Consequently, future student researchers can produce impactful,

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highly applicable findings that benefit both academic development and regional public service management.

Limitations and suggestions for further study

This study is primarily limited by its specific regional focus, sample size, and limited selection of independent variables. To build upon these findings, future researchers should extend the research duration and expand the sample size across a broader network of public institutions to improve the generalizability of the results. Additionally, it is highly recommended to incorporate a wider array of variables or explore complex structural models, such as mediating or intervening variables like public trust or digital adaptation, to provide a more comprehensive understanding of public satisfaction in government services.

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