

## Assessing the Mediating Effect of the Role of Public Managers Between Service Quality and Public Satisfaction of Multiple Ethnicities in Local Governments in Sumatra, Indonesia

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**Abstract.** *An excellent quality of public services is a way to improve the public satisfaction index. The public will be satisfied if the performance of public services tends to be higher than community expectations. Multi-ethnic Indonesia has different perceptions about the quality of public service. Thus, in this case, this study aims to see the effect of service quality on public satisfaction through the role of public managers in the tourism sector of various ethnic groups in Sumatra, Indonesia. This research is an associative quantitative study conducted on people of multiple ethnicities. Determination of the sample using the Cluster Random Sampling technique and continued with convenience sampling. The sample of this research is 1,499 respondents. The Likert scale questionnaire, previously tested for reliability and validity regarding content and empirical test items, was used for data collection in the field. The collected data was then analysed using Structural Equation Modeling (SEM) Analysis Moment of Structural (AMOS) statistics and continued with the Sobel test. The literature study also supports data collection. The study's results prove a significant direct effect between service quality variables and the role of public managers on satisfaction. Moreover, this analysis found that service quality variables indirectly impact satisfaction through the manager's role. Thus, the research results provided evidence that the research model can be utilised as an academic reason to strengthen the theories and models that have been reviewed in this research study.*

**Keywords:** *public service quality, role of public manager, public satisfaction, Sumatran ethnic*

**Raktažodžiai:** *viešųjų paslaugų kokybė, viešųjų vadybininkų vaidmuo, visuomenės pasitenkinimas, Sumatros etninės grupės*

## **Introduction**

Government officials often mandate demands for change regarding the quality of public services provided to the community. The low quality of services provides a bad image in society. People who deal with bureaucracy complain, are disappointed, and even feel dissatisfied with their services (Saputra & Suropto, 2016). One of the tasks of the government is to provide public services to its people; thus, the state apparatus is required to provide quality services to its people optimally. Moreover, Boediono (2003) stated that public services are declared excellent if these services can satisfy the community. Public satisfaction with public organisations is very critical because of the relationship of trust in them. Pasolong (2010) argued that quality of services positively affects public trust and satisfaction. Service satisfaction is achieved when service recipients receive services following what is needed and expected. Therefore, every service provider in Indonesia must regularly conduct a public Satisfaction Index survey.

Customer or consumer satisfaction is the primary measure of service quality in business, management, and bureaucracy. It is also similar to public satisfaction in the government domain. Suwarman (2011) stated that satisfaction is a prominent concern in management and places customer satisfaction as the core measure in an organisation. Research on satisfaction was initially mostly conducted in the business or private realm, along with the development of science and the demands of the public sector. Lately, research on satisfaction has also become a fascinating study in the bureaucracy (Riyadi, Hermawan, and Sumarwan, 2015). Public service is a strategic point where people's trust in the government is at stake. Multiple national policies in the context of improving the quality of public services have provided a basis for government agencies to make genuine efforts to improve services to increase public satisfaction.

The low level of public satisfaction with the performance of public services occurs in almost all local government agencies in Indonesia (Lanin & Hermanto, 2019). The low public satisfaction regarding public service is caused by the apparatus's low capacity to serve the community's needs (Saputra & Fajri, 2020). The expectations of the people who always desire satisfaction with the bureaucratic apparatus's services cannot be fulfilled. The drawback of bureaucrats, in this case, is the limited resources that are qualified and coupled with regulations that make regional bureaucrats work rigidly. Thus, many complaints of public dissatisfaction with the services provided remain.

Public services performed by government officials in multiple service sectors related to fulfilling civil rights and necessities require following the community's demands and expectations. It can be noticed, among others, from the number of complaints submitted by the public through the media or directly to service units, both related to systems and procedures that are still complicated, not transparent, less informative, less accommodating, and less consistent which does not ensure certainty (law, time and cost), and the discovery of illegal levies. These circumstances make the public feel dissatisfied as users of public services. The study by Dasman & Mubarak (2010) on the public Satisfaction Index in the service of basic community necessities in the Province of West Sumatra confirms that public service quality is classified as low. Local governments have yet to make significant efforts to improve the quality of public services because their agencies still focus on power and authority rather than the public interest (Ombudsman RI Perwakilan Sumatera Barat, 2013). Based on this phenomenon, it is time for local governments to reconstruct their basic public services to fulfil the demands and satisfaction of the community.

Based on the above background, this study seeks to determine the effect of service quality on public satisfaction through the role of public managers from multiple ethnic groups in Sumatra, Indonesia. The genuineness of this analysis can be seen in the research location and research subjects, namely various ethnic communities in Sumatra, Indonesia. The development of this research model used one exogenous variable, namely Service Quality (Reliability, Responsiveness, Assurance, Empathy, and Tangible). It used two endogenous variables: the Role of Public Managers (Internal and External Roles) and Public Trust (Service, Performance, Price, and Emotional Factors). The analysis tool used the statistical Structural Equation Modeling (SEM) Analysis Moment of Structural

(AMOS) with a modification using the Sobel test to examine the effect of the intervention of the role of public managers in the relationship between service quality and public satisfaction.

Several previous studies found a partial relationship between variables (e.g., Fadillah and Haryanti, 2021; Rendi, 2021; Lanin & Hermanto, 2019; Andalusi, 2021). Another findings also stated that the role of public managers partially influences public satisfaction (e.g., Lanin, Saputra, and Syamsir, 2021; Lanin, 2014; Lanin & Hermanto, 2019; Erdinal, 2018). The difference between this research and previous research relates to the variables employed. Previous research has not discovered a comprehensive review of the causal relationship between service quality and public satisfaction by making the role of public managers an intervening variable. In addition, this research was conducted on people from diverse ethnic groups in Sumatra, Indonesia, for public services in the tourism sector.

## **Literature Review**

### ***Service Quality***

Every service industry must comprehend service quality to provide the best service products to customers. Service quality has been the concern of numerous scientists and is acknowledged as one of the keys to acquiring satisfaction (Khatib, Esmaeel, and Othman, 2019). Service is declared quality if consumers feel more than what is expected from actuality (Fadillah & Haryanti, 2021). Service quality itself is how far the difference between expectations and the reality received by customers for a service they receive. Felix (2017) showed that service quality is a comprehensive assessment made by customers regarding the services provided by the company. Shahbaz et al. (2019) v scientists argue that customer service is a way to fulfil customer expectations and needs (Khatib et al., 2019). This study's service quality indicator variable takes the theory from several studies (e.g., Samsudin et al. 2021; Tjiptonoand & Chandra, 2012) that: Reliability; Responsiveness; Assurance; Empathy; and Tangibles.

### ***Public Manager Role***

A manager occupies a formal position in an organisation, is responsible for the work of at least one subordinate, and has authority over that person (Winardi, 2004). The manager is responsible for subordinates and other organisational resources (Auditya & Wijayanti 2016). A manager needs to know the motives of his subordinates' diverse necessities and behaviours. It is intended to foreshadow and determine the level of satisfaction of subordinates involved in the work process (Jayatri & Samian, 2013).

According to the argument from Mintzberg (1988), there are three roles that leaders play in organisations, namely: 1) interpersonal role, 2) informational role, and 3) decisional role. The framework of Mintzberg outlined that from three categories, there are ten roles of managers, which are then utilised as indicators to assess the role of managers in an organisation. The ten roles are as follows: Leader; Disseminator; Disturbance Handler; Resource Allocator; Monitor; Figurehead; Liaison; Spokesperson; Entrepreneur; Negotiator. Dasman (2010) has modified the ten indicators of managers' roles from the notion of Mintzberg into two types of manager roles, namely: internal manager roles (e.g., leader, disseminator, disturbance handler, resource allocator, a monitor) and external manager roles (e.g., figurehead, liaison, spokesperson, entrepreneur, negotiator). The concept was then tested using an internal and external role approach to measure public satisfaction with public services at Padang Panjang City Government Agencies. The results revealed a significant effect; thus, in this study, the variables and indicators utilised to measure the role of public managers refer to the modified concept of Dasman (2010).

### ***Public Satisfaction***

Public satisfaction is a vital indicator to measure the quality of service provided by an institution (Oliver, 2014). Vigoda-Gadot (2006) defined satisfaction as a variable communicating detailed information about the public perspective toward multifarious regional and national public services. Moreover, Kotler & Keller (2012) explained satisfaction as a person's feeling about feeling satisfied or disappointed by comparing expectations with the product received. Van Ryzin's review of DeHooget al.'s (1990, 1992) study, as well as a review of his research in 2004, revealed that satisfaction is the public's thorough evaluation of public service, and it has become the key dependent variable in studies about regional government (2005). Giese & Cote (2000) mentioned three major components in the definition of job satisfaction, namely, satisfaction as a response (emotional or cognitive), the response focuses on a particular element (expectation, product, consumption, Etc.), and the response taking place at a certain time. Thence, satisfaction is a sensation of pleasure or disappointment that a person has based on a comparison between the reality obtained and the desired expectation. Public satisfaction results from public opinion and assessment of the performance of services provided by public service providers (Saputra, Fajri, and Eprilianto 2020). This study's variables and indicators employed to measure public satisfaction refer to the theory of Kotler & Keller (2012). These indicators include Service, Performance, Price, and Emotional Factors.

### ***Relationship Between Research Variables***

#### ***Service Quality and Public Manager Role***

The quality of employees' service must be balanced with the role of a manager or leader. As the leader of an organisational unit, each manager must perform some fundamental ceremonial duties. Tasks involving interpersonal roles are sometimes routine, with little communication and no important decision-making. However, this interpersonal role is critical for the greased functioning of the organisation and must be addressed by managers. In public service, the role of a manager is certainly significant (Lanin, Syamsir, and Saputra, 2020). Managers can control the organisation they lead to execute where the organisation will be directed. The good or bad of an organisation also depends on a manager. Several publications stated that service quality is related to the role of managers, such as (Erdinal, 2018; Astuti, Lanin, and Syamsir, 2019; Lanin, Saputra, and Syamsir, 2021).

**H1:** There is an influence of service quality on the role of public managers

#### ***Public Manager Role and Public Satisfaction***

The role of public managers (internal and external) affects the public (Erdinal, 2018; Lanin & Hermanto, 2019). A manager must detect the level of his subordinates' satisfaction. Internal customers (employees) are a variable that has a linear influence on the experience of satisfaction of external customers or society (Hensler & Brunell, 2003). Therefore, according to several scholars' arguments above, managers' external and internal roles can influence people's satisfaction.

**H2:** There is an influence of the role of public managers on public satisfaction.

#### ***Service quality and public satisfaction***

Service quality is essential to customer satisfaction (Andalusi, 2021; Rachbini, Anggraeni, and Wulanjani, 2021). One factor that makes people satisfied or dissatisfied is their service quality (Cuhanazriansyah, Giatman, and Ernawati, 2021). Several studies confirm that service quality partially and simultaneously affects public satisfaction (e.g., Kayeser Fatima and Razzaque, 2014). Reliability is the most dominant service quality indicator (Dasman & Hermanto, 2017). From several scholars' statements and the results of previous investigations, it is assumed that service quality can influence people's satisfaction well.

**H3:** There is an influence of service quality on people's satisfaction

Service quality and the role of public managers are essential in achieving satisfaction. If these two things are fulfilled, then public satisfaction will be formed. It has been confirmed by the findings of previous studies, as described above. However, previous research has yet to examine the role of public managers as an intervening variable between service quality and public satisfaction. Thus, the next hypothesis in this study assumes that:

**H4:** There is an influence of service quality on public satisfaction through the role of public managers.

From the descriptions and theoretical studies that have been described above, the conceptual framework model that will be proposed in this research is as follows:

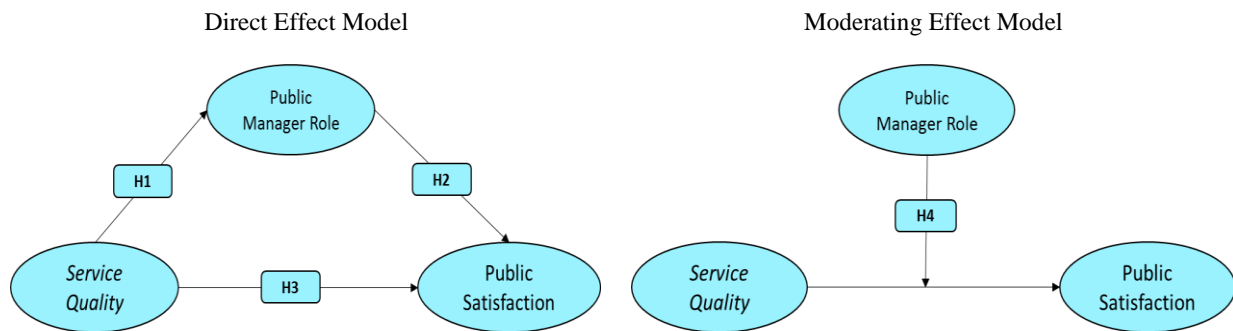


Figure 1. *Theoretical Models*

Source: Authors.

## Materials and Methods

A quantitative approach with an associative type was chosen to achieve the objectives of this study because the approach used in research, process, hypothesis, fieldwork, data analysis, and data conclusion for writing uses aspects of measurement, calculation, formula, and certainty of numerical data (Sugiyono, 2016). While the associative type, because this study connects two or more variables, was. Moreover, the reason behind selecting the associative type for which this study connects two or more variables was used (Saputra & Fajri, 2020; Ginting & Situmorang, 2008). This research consists of two exogenous variables: service quality (Reliability, Responsiveness, Assurance, Empathy, Tangible) and the role of public managers (Internal Role, External Role). It consists of one endogenous variable, namely Public Satisfaction (Service, Performance, Price, Emotional Factor) with the Quality of public services in Sumatra. The population in this study is people who have received public services in the tourism sector—sampling using a stratified method. The first stage utilised the Cluster Random Sampling technique, in which researchers selected 7 of the more than 100 ethnic groups in Sumatra, Indonesia. These ethnicities include Acehese, Sakai, Mentawai, Kerinci, Akit, Simalungun Batak, and Toba Batak. In comparison, the second sample technique uses convenience sampling (sampling based on subject availability) by setting a sample of 1,499 respondents. The object of research is local governments' public services in tourism.

Data was collected using an instrument in the form of a closed questionnaire compiled based on variable indicators as outlined in the form of questions with alternative answers that the respondents could choose from. The questionnaire applied has been tested valid and has high reliability. Also another technique employed is the documentation study using primary and secondary data. Simple and multiple regressions were used to analyse the data. This model was developed based on a previously designed conceptual framework (Figure 1). The data analysis method in this investigation applied descriptive analysis and statistical analysis of Structural Equation Modeling (SEM) with Moment of Structural Analysis (AMOS) because this analysis has three variables. They are exogenous, mediating, and endogenous variables (Solimun, Fernandes, and Nurjannah, 2017). The Sobel test was also used to determine the effect of the mediating variable (manager's role

variable). The mediating variable is an intervening variable that influences exogenous and endogenous variables (Sobel, 1982; Ghazali, 2011). Then the model is poured into a conceptual framework that has been designed previously. All variables included in the unobservable are formed by the indicator (as an observable variable) using first-order factor analysis by reflective indicators (the rare common factors within the indicators in each variable). Service quality (X) is based on five indicators Reliability (X1), Responsiveness (X2), Assurance (X3), Empathy (X4), and Tangible (X5). Public Manager Role (Y) is measured by two indicators, namely, Internal Role (Y1.1) and External Role (Y1.2). Public satisfaction (Y2) is measured by four indicators, namely, Service (Y2.1), Performance (Y2.2), Price (Y2.3), and Emotional Factor (Y2.4). The results of this analysis indicate that a variable is a mediating variable (Sobel test), but it is not necessarily true. The hypothesis is accepted if the critical ratio value is more than 1.96 and the p-value is less than 0.05 (Solimun, Fernandes, and Nurjannah, 2017).

## Results

### *Descriptive Analysis of Respondent's Demographic Characteristics*

The results of the data analysis in the first part present a descriptive analysis of the respondents' characteristics, which describes the respondents' identity according to the research sample that has been determined. It aims to provide an overview and information related to the sample distribution in the study. Descriptive data on the characteristics of respondents were obtained by distributing questionnaires to various ethnic communities in several areas in Sumatra, Indonesia. The data will be presented in the following table.

*Table 1. Respondent of Characteristics*

RESPONDENT OF CHARACTERISTICS		FREQUENCY	PERCENT
Sex	Male	733	48,90%
	Female	766	51,10%
	<b>Amount</b>	<b>1499</b>	<b>100%</b>
Age	≤20 Years	145	9,70%
	21-30 Years	528	35,20%
	31-40 Years	389	26%
	41-50 Years	269	17,90%
	≥50 Years	168	11,20%
	<b>Amount</b>	<b>1499</b>	<b>100%</b>
Level of Education	Elementary School Equivalent	197	13,10%
	Junior High School	187	12,50%
	High School Equivalent	586	39,10%
	Diploma	68	4,50%
	Bachelor	301	20,10%
	Master	13	0,90%
	Other...	147	9,80%
	<b>Amount</b>	<b>1499</b>	<b>100%</b>
Ethnic	Aceh Ethnic	220	14,70%
	Sakai Ethnic	230	15,30%
	Mentawai Ethnic	149	9,90%
	Kerinci Ethnic	250	16,70%
	At Ethnic	250	16,70%

RESPONDENT OF CHARACTERISTICS		FREQUENCY	PERCENT
	Batak Simalungun Ethnic	200	13,30%
	Batak Toba Ethnic	200	13,30%
	<b>Amount</b>	<b>1499</b>	<b>100%</b>

Source: Data Analysis, 2022

Table 1 delivers information that the demographic characteristics of this study can be grouped according to four groups. They are gender, age, education level, and ethnic group. When considering gender, the respondents in this study were dominated by the female respondent group, 51.10%. The distinction with the male respondents was still in the proportional category. As for the age group, most respondents aged 21-30 were 35.20%. This age group is quite productive and active in multiple ways; thus, selecting them as respondents in this examination is crucial because they can give their opinions according to actual circumstances. The third group is seen from the last education level category. Most respondents have a high school education of 39.10%, which is comprehensible because the target respondents are the general public, not from the employee class or officials with higher education. As for the ethnic category in Sumatra, Indonesia is dominated by respondents, namely the Kerinci ethnic and the Akit ethnic group, which is 250 people or 16.70%. In contrast, the differences between respondents and other ethnicities are not that much different.

### ***Validity and Reliability Test***

The data in this analysis has previously been tested for validity employing the Convergent validity test, which tests the construct (indicator) and whether each indicator has a high proportion of variance. Meets "Loading Factor" or "Standardised Loading Estimate"  $>0.5$ . The feasibility test model for the exogenous and endogenous variable models in this investigation is demonstrated as follows.

Table 2: ***Validity Test Results***

STANDARDISED REGRESSION WEIGHTS			ESTIMATE	LABEL
Reliability	←	Service Quality	0,783	Valid
Responsiveness	←	Service Quality	0,771	Valid
Assurance	←	Service Quality	0,528	Valid
Empathy	←	Service Quality	0,469	Invalid
Tangible	←	Service Quality	0,694	Valid
Internal Role	←	Public Manager Role	0,823	Valid
External Role	←	Public Manager Role	0,749	Valid
Service	←	Public Satisfaction	0,791	Valid
Performance	←	Public Satisfaction	0,809	Valid
Price	←	Public Satisfaction	0,409	Invalid
Emotional Factor	←	Public Satisfaction	0,315	Invalid

Source: Data Analysis, 2022

Based on the analysis shown in table 2, it is comprehended that 3 question items are declared invalid, namely questions on the empathy indicator 0.469, price 0.409, and emotional factor 0.315. It is because the loading factor value is less than 0.5. On the contrary, the remaining items are declared valid and meet convergent validity because the loading factor value is  $>0.5$ . Invalid items are eliminated and declared invalid, while valid items can be used for further analysis.

While the results of the Reliability Test (testing the reliability and consistency of the data) with the Construct Reliability Test meet the criteria if construct reliability > 0.7. A construct Reliability value between 0.6 to 0.7 is still acceptable because the model's construct validity (indicator) is good. The results are presented in Table 3 as follows.

Table 3. *Reliable Test Results*

VARIABLE	CONSTRUCT RELIABILITY	LABEL
Service Quality	0,69400	Reliable
Public Manager Role	0,78600	Reliable
Public Satisfaction	0,80000	Reliable

Source: *Data Analysis, 2022*

Based on the results of the analysis presented in table 3, the value of construct reliability from the reliability test demonstrates that the research variable as an entirety can be said to be "reliable" due to meeting the needed requirements, namely having a construct reliability value of >0.7 and between 0.6 to 0.7. Hence, this research can be continued for further analysis.

**Structural Model Analysis**

After analysing the validity and reliability of the indicators forming the latent variables, the subsequent analysis is the complete model analysis of Structural Equation Modelling (SEM). Analysis of the data processing results on the full-stage SEM model was performed by conducting a model feasibility test and a causality significance test. The path diagram for the analysis of the complete model that has dropped invalid indicators is presented as follows:

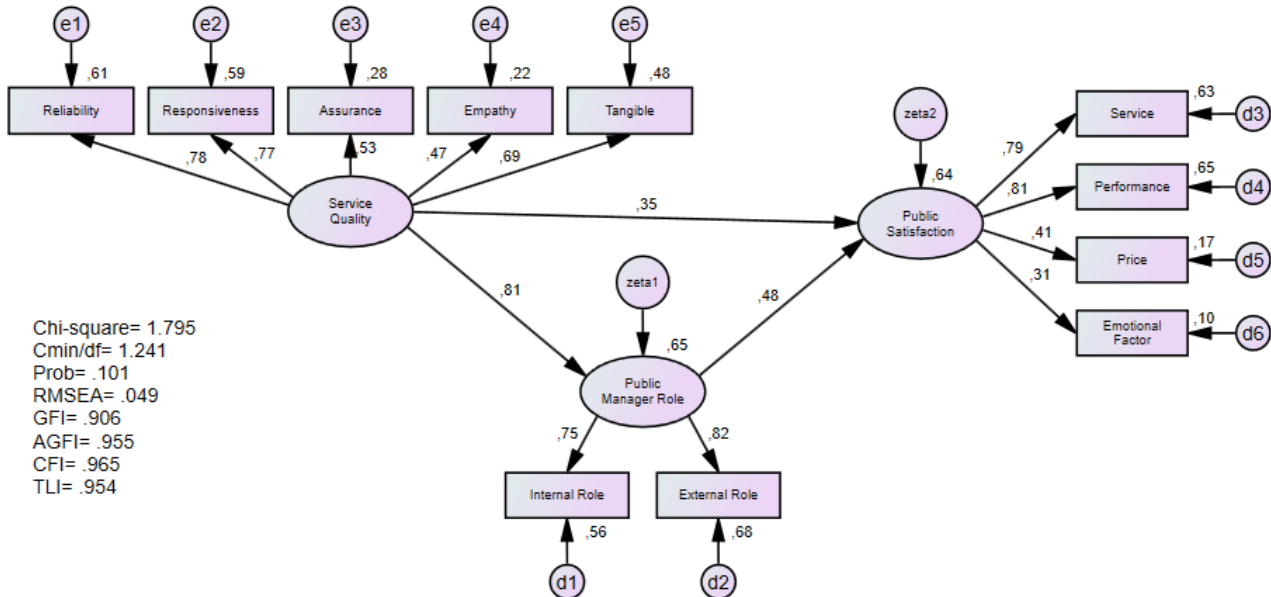


Figure 2. *Structural Model Indices*  
Source: *Authors.*

Based on Figure 2, the feasibility test of the model has demonstrated a fit model. This model has previously been modified (Modification indices) and evaluated the model. The model evaluation used several goodness-of-fit index criteria to measure whether the proposed model is good (JR et al.,



2010). This test determines how appropriate (fit) the model is in the study. The results of the goodness of fit (GOF) model after being modified can be seen in Table 4 below.

**Table 4. Model Fit Indices**

THE GOODNESS OF FIT INDEX	CUT-OFF VALUE	ANALYSIS RESULTS	MODEL
X <sup>2</sup> /df	Minimum/ <3.00	1,795	Fit
Significant Probability	≥0,05	0,101	Fit
RMSEA	≤0,08	0,049	Fit
GFI	≥0,90	0,906	Fit
AGFI	≥0,90	0,955	Fit
CMIN/DF	≤2,00	1,241	Fit
TLI	≥0,90	0,954	Fit
CFI	≥0,90	0,965	Fit

Source: Data Analysis, 2022

Based on the test results goodness of fit in Table 3, the index value Chi-Square (X<sup>2</sup>/df), Probability, RMSEA, GFI, AGFI, CMIN/DF, TLI, and CFI has met the criteria requirements for the goodness of fit index. The integrity of fit test results shows that this study's model is acceptable for research.

### **Hypothesis Test**

The next test is the research hypothesis test. Hypothesis testing employed the t-value with a significance level of 0.05. The value of t in the AMOS program is the Critical Ratio (c.r) value on the Regression Weight by fit model. Suppose the value of Critical Ratio (c.r) ≥1,967. Alternatively, the probability value (P) ≤0,05, so H<sub>0</sub> was rejected (research hypothesis accepted). The results of processing by AMOS for the full model are demonstrated in Table 5 as follows.

**Table 5. Hypothesis Test Results**

VARIABLE	DIRECT EFFECT COEFFICIENTS (STANDARDISED)	INDIRECT EFFECT	C.R.	Sig <0.05
Service quality → Public Manager Role	0,808	-	24,910	.000 (Sig)
Public Manager Role → Public Satisfaction	0,483	-	7,735	.000 (Sig)
Service Quality → Public Satisfaction	0,354	-	6,047	.000 (Sig)
Service Quality → Public Manager Role → Public Satisfaction*	-	0,391	13.727	.000 (Sig)

\* Sobel Test Partial Mediated

Source: Data Analysis, 2022

From the results of the data analysis, it can be interpreted as follows:

1. The estimated value of the influence of Service Quality on the Public Manager Role worth is positive at 0.808. It means that the better the Service Quality implemented, the Public Manager's role will also increase by 0.808 or 80.8%. The C.R value >1.96 (24,910 > 1.96) and P-Value <0.050 (0.000 < 0.050) means that the influence of Service Quality on the Public Manager Role is significant.

2. The estimated value of the influence of the Public Manager Role on Public Satisfaction is positive at 0.483. It means that if a leader implements the Public Manager Role better, Public Satisfaction will also increase by 0.483 or 48.3%. The C.R value >1.96 (7.735 > 1.96), and the P-

Value  $<0.050$  ( $0.000 < 0.050$ ), which implies that the influence of the Public Manager Role on Public Satisfaction is significant.

3. The estimated influence of Service Quality on Public Satisfaction has a positive value of 0.354. It means that the better the implementation of Service Quality, the more Public satisfaction will increase by 0.354 or 35.4%. The C.R value  $>1.96$  ( $6.047 > 1.96$ ) and P-Value  $<0.050$  ( $0.000 < 0.050$ ) means that the influence of Service Quality on Public Satisfaction is significant.

4. The path coefficient value of the indirect influence of Service Quality on Public Satisfaction through the Role of Public Managers is positive 0.391. It indicates that the better the quality of service applied, the more public satisfaction will also increase; thus, the role of public managers will increase by 0.391 or 39.1%. Based on the results of the Sobel test (Sobel, 1982) using the online Sobel calculator, the statistical value of the Sobel test was  $>1.96$  ( $13.727 > 1.96$ ), and P-Value  $<0.050$  ( $0.000 < 0.050$ ). Service Quality on public satisfaction Through the Significant Role of Public Managers.

## **Discussion**

### ***Influence of Service Quality on the Public Manager Role***

This study found a positive influence on service quality in the public manager role, with a significance value of 0.000 and an estimated score of 0.808. Service quality is measured using five indicators: Reliability, Responsiveness, Assurance, Empathy, and Tangibles. The highest loading factor is the reliability indicator, which is 0.610 or 61%, meaning that the service quality, according to the respondents studied, what they want the most is reliability.

In an organisation, the role of a manager is critical. Griffin & Ebert (2002) stated that at least a manager has two fundamental roles or skills: Time management and decision-making skills. A manager needs to know the motives of his subordinates' various necessities and behaviours to predict and determine the level of satisfaction of subordinates involved in the work process (Jayatri & Samian, 2013). A manager must be able to solve problems and forecast events when a decision is taken (Erdinal, 2018). A prior study conducted by Astuti et al. (2019) stated that service quality is related to the role of managers.

### ***Influence of Public Manager's Role on Public Satisfaction***

This study found a positive influence of the public manager role on Public Satisfaction, with a significance value of 0.000 and an estimated score of 0.483. Public Manager Roles are measured using two indicators, namely internal roles and external roles. The highest loading factor is an external role indicator, 0.820 or 82%. It means that most of the respondents studied want the role of external managers.

Hussain (2011) stated that the external roles of a manager are as a symbol, intermediary, spokesman, businessman, and negotiator. His study showed that managers who could carry out their external roles well would positively contribute to public satisfaction. Finally, the results of this investigation are in line with the research conducted by several scholars (Dasman & Mubarak, 2010; Erdinal, 2018). They revealed that the internal and external roles of managers significantly affect internal customer satisfaction (employees). Research conducted by Abadiyah (2016) also supports the results of this study, where the role of the manager significantly influences public satisfaction, and the form of the relationship that occurs is positive. This finding strengthens previous research (e.g., A. A. Hussain, 1986; Mintzberg, 1988), which found a significant influence of the manager's role on public satisfaction.

### ***Influence of Service Quality on Public Satisfaction***

This study found a positive influence between service quality on public satisfaction, with a significance value of 0.000 and an estimated score of 0.354. Public satisfaction is measured using

four indicators: Service, performance, price, and emotional factors. The highest loading factor is the performance indicator, which is 0.650 or 65%, which means that the respondents desire improvement in the service performance to increase their public satisfaction.

Customers have expectations about how a product or service should function. These expectations are quality standards that will be compared with customers' actual function or product quality (Astuti, Lanin, and Syamsir, 2019). Public satisfaction will decrease when people assume the government can no longer fulfil their demands and responsibilities. It will lead to distrust of the government (Salminen and Ikola-Norrbacka, 2010). The results of this analysis strengthen the results of previous research (Fadillah & Haryanti, 2021; Rendi, 2021; Khatab, Esmaeel, and Othman, 2019; e.g., Andalusi, 2021)

Based on the investigation's results on the statistical tests above, this study shows that service quality's effect on public managers has empirically contributed significantly to increasing public satisfaction for people of various ethnicities in Sumatra, Indonesia, particularly for public services in the field of tourism. The test results reveal that all research hypotheses can be tested empirically, and the hypothesis is confirmed. Therefore, this study proved that the theories are valid; thus, the theories are still actual and relevant. Consequently, this research does not produce new theories or cancel existing theories but strengthens them with the findings of this study.

### **Conclusion**

1. The lack of previous research that found a comprehensive causal relationship between service quality and public satisfaction by making the role of public managers an intervening variable is a gap that this study aims to fill. In addition, the existing research has not examined people from various ethnic groups in Sumatra, Indonesia, for public services in the tourism sector. Thus, this study aims to test the model/theory of whether service quality contributes to public satisfaction directly or through intervening variables in the role of public managers in various ethnic groups in Sumatra, Indonesia.

2. In short, the influence of service quality and the role of public managers on public satisfaction either directly or through the intervention variable (the role of public managers) has a significant effect, and the influence of each party is positive. The better the quality of service and the role of public managers are applied in government agencies, the more public satisfaction will increase. The magnitude of the contribution of the influence of Service Quality on the Public Manager Role is 80.8%, the Public Manager Role to Public Satisfaction is 48.4%, and Service Quality is 35.4%. At the same time, the indirect effect of Service Quality on Public Satisfaction through the Role of Public Managers is 39.1%. The most dominant loading factor of the indicators of each variable is: For the Quality of service. According to the respondents studied, they most want reliability. For the role of public managers, according to respondents, the most desired is the role of external managers. In contrast, for Public Satisfaction, according to respondents who are studied, what they want most is performance. This study has theoretical and practical implications. Namely, the proposed model can be used as a new model for public services to increase public satisfaction with local government agencies in Indonesia.

3. This study has advantages and drawbacks. First, the advantage of this study can be seen from the diversity of samples and model testing, which is still lacking in the context of various ethnicities in Sumatra. Meanwhile, the limitation of this investigation is that this research was conducted on local governments and focuses only on the public service sector/tourism sector. Thus, to test the generalisable findings of this study, future research can use the model in this article to be tested in multiple public sectors and ethnicities in Indonesia to examine the quality of public services in increasing public satisfaction.

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**Viešojo sektoriaus vadybininkų tarpininkavimo poveikio, paslaugų kokybės srityje, vaidmenio keliose visuomenės etninėse grupėse pasitenkinimo įvertinimas Sumatros vietos savivaldybėse, Indonezijoje**

*Anotacija*

Puiki viešųjų paslaugų kokybė yra būdas pagerinti visuomenės pasitenkinimo indeksą. Visuomenė bus patenkinta, jei viešųjų paslaugų našumas bus didesnis nei bendruomenės lūkesčiai. Daugiatautė Indonezija skirtingai suvokia viešųjų paslaugų kokybę. Taigi šiuo tyrimu siekiama išvelgti paslaugų kokybės poveikį visuomenės pasitenkinimui per viešojo sektoriaus vadybininkų vaidmenį (už turizmą atsakingose institucijose) įvairiose Sumatros (Indonezija) etninėse grupėse. Šis tyrimas yra asociatyvus bei kiekybinis, atliktas su kelių etninių grupių žmonėmis. Tyrime panaudotas klasterio atsitiktinės atrankos metodas. Šio tyrimo imtį sudaro 1 499 respondentai. Likerto skalės klausimynas, patikrintas dėl patikimumo ir buvo naudojamas duomenims rinkti. Tada surinkti duomenys buvo analizuojami naudojant struktūrinių lygčių modeliavimo (SEM) analizės momento struktūrinę statistiką (AMOS) ir patikrinimas buvo tęsiamas Sobelio testu. Literatūros analizė, sustiprino duomenų rinkimą. Tyrimo rezultatai įrodo reikšmingą tiesioginį poveikį tarp paslaugų kokybės kintamųjų ir pasitenkinimo viešojo sektoriaus vadybininkų vaidmeniu.

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