

## Evaluating Service Quality and Motivation in Affecting Employee Performance in Public Sector

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### ABSTRACT

All members of the institution must actively contribute through excellent work, recognizing that the overall organizational effectiveness hinges on individual employee performance. This research seeks to explore and assess how service quality and motivation impact the job performance of employees in the Banquet Affairs division of the West Java Provincial Government's Regional Secretariat. Employing a quantitative approach, the study employs both descriptive and verification methods to analyze these influences. The population in this study is 30 respondents chosen using the saturated sample method, thus the population is as large as the number of research samples. The data is collected by distributing questionnaire directly towards the respondents, and then it is analyzed using the multiple linear regression method. The research findings state that service quality and motivation partially and simultaneously influences employee performance in the Banquet Affairs of the Regional Secretariat of the West Java Provincial Government. The contribution of service quality and motivation to employee performance is 74.3%.

Keywords: employee performance, motivation, service quality



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### INTRODUCTION

All members of the organization are expected to contribute positively through their performance, recognizing that the overall organizational success relies on the effectiveness of individual employees (Winardi, 2010). Performance, as defined by Kadek (2018), is the extent to which employees efficiently and effectively meet job requirements. It involves comparing tangible work results with the established organizational standards. Robbins & Judge (2013) describe performance as the outcomes achieved by employees based on specific job criteria, emphasizing that good employee performance is a crucial factor in attaining organizational objectives. When employees operate with effectiveness and efficiency, they significantly contribute to reaching targets, fostering organizational growth, and ensuring sustainability. Mangkunegara (2010) defines performance as the quality and quantity of work results an employee can attain while fulfilling assigned responsibilities. Motivation plays a crucial role in driving employees to actively engage in their work to achieve organizational goals. The varying levels of employee performance within a government agency or organization are influenced by multiple factors, with motivation being one of them.

Motivation serves as a dynamic force that propels and regulates human behavior, and work motivation stands out as a critical factor influencing an individual's performance, with varying degrees of impact (Rohaeni & Saryono, 2018). Frequently described as a driving force behind behavior, motivation serves as the impetus for individuals to undertake specific activities (Sutrisno, 2009). It is characterized by the willingness to invest substantial effort towards organizational objectives, contingent upon the effectiveness of that effort in fulfilling individual needs. (Dessler, 2017). Motivation can arise from internal drives such as the desire to achieve personal success, recognition, or satisfaction, as well as from external factors such as financial rewards, recognition from others, or social pressure. Motivation is very important in the work context, because it can influence performance. When individuals feel motivated, they tend to be more enthusiastic, focused, and strive to achieve set goals.

Prior studies have investigated the correlation between work motivation and employee performance, and the findings indicate a positive and noteworthy impact of work motivation variables on employee performance. (Azhar & Alfihamyah, 2021; Farisi et al., 2020; Gultom, 2014; Rini Astuti & Suhendri, 2020; Rosmaini & Tanjung, 2019). However, several other studies indicate different findings that motivation does not positively influences performance (Hur et al., 2022; Sunanjar & Saryono, 2019). This contradictory finding then become the research gap that is addressed in the present study.

To be able to improve the quality of service for employees, organizations must provide work motivation for employees. If employees feel that their work motivation is high enough, then their performance can be improved. This means that the quality of service provided by employees is very dependent on employee motivation and work motivation which ultimately results in increased performance (Destriana et al., 2023; Pramularso, 2020). Indeed, high work motivation usually comes from within the employee, but it all depends on the employee in providing services.

Public service is a governmental offering to the community, designed to fulfill needs aligned with the desires and expectations of the public. The delivery of public services aims to consistently meet high standards that closely align with community expectations, enhancing overall satisfaction. The level of public satisfaction frequently serves as an evaluative metric for the success of a government agency in delivering public services (Hayat, 2017). A pivotal element in achieving community satisfaction lies in the quality of the services provided. The quality of service can directly give rise to a feeling of satisfaction or not in the community. Satisfaction means a person's response to the conformity of what is desired with what actually happens (Takwim et al., 2022). Service quality is the most important part that must be considered in public services. The quality of public services influences community satisfaction (Hardiyansyah, 2018).

The Banquet Affairs division of the Regional Secretariat of the West Java Provincial Government (Setda Pemprov Jabar) refers to the activities conducted within the household section of the regional secretariat. This division is tasked with overseeing and supplying food and beverages for banquets or official events organized by the West Java Provincial Government. Where the banquet aims to provide quality food and drinks to guests held by the West Java Provincial Government. This matter has an important role in organizing banquets that meet quality standards and maintain applicable protocols. The duties and responsibilities of the West Java Provincial Government Secretariat Banquet Affairs include: (1) Planning and organizing where this Department is responsible for planning and organizing banquets in accordance with the needs of the event; (2) Procurement of food and beverages where this Department procures food and beverages according to event needs, collaborating with food suppliers and vendors to ensure the quality of food ingredients, hygienic presentation, and appropriate menu variations; (3) Serving and decoration where Banquet Affairs is responsible for serving food and drinks in a manner that complies with service protocols and standards; (4) Service and coordination where during the banquet, members of Banquet Affairs will provide service to the guests present; (5) Management of food waste and waste where after the event is over, Banquet Affairs will handle food waste wisely in accordance with applicable policies and guidelines. They are also responsible for managing the waste generated during meals in an environmentally friendly manner.

The excellence of employee performance directly influences the quality of services or products offered by the organization. The table below illustrates the count of employees engaged in delivering services.

**Table 1. Data on Household Employees  
Regional Secretariat of West Java Provincial Government  
In 2022**

No	Affairs	Education				Total
		High School	Diploma	Bachelor	Magister	
1	Head of Household			1		1
2	Head of Internal Affairs Sub				1	1
3	Team Coordinator			1		1
4	Booking	1		1		2
5	Food Styling	7				7
6	Presentation & Distribution	8				8
7	Administration	1	1	5	1	8
Total		17	1	8	2	28

Source: Banquet Affairs of West Java Regional Government Secretariat

Based on the table above, the employees of the Regional Secretariat of West Java Province consist of: SMA 19 people, Diploma 1 person, Bachelor 8 people, Master 2 people and Doctor 0 people, in terms of the number of employees in carrying out their duties is not optimal, considering that the guests served are quite a lot, therefore the results Assessments of employee performance within an organization involve the participation of all personnel, including both leaders and workers. As per Kadek (2018), performance pertains to the outcomes of work aligned with organizational objectives, encompassing factors like quality, efficiency, and other effectiveness criteria. The outcomes of employee performance within the Banquet Affairs division of the Regional::

**Table 2. Banquet Affairs Employee Performance Data  
Regional Secretariat of West Java Provincial Government  
Year 2022**

NO	TYPES OF SERVICES	PLAN	REALIZATION	PRESENTED (%)
1	Meeting Banquet Drink	560	540	96,18
2	Guest Banquet	1.520	1.500	98,68
3	Security Banquet Drink	570	560	98,24

Source : Banquet Affairs of West Java Regional Government Secretariat

Based on the table above, that the results of employee performance in the Banquet Affairs Section of the West Java Provincial Government Setda consist of meeting drinking banquets reaching 96.18% and guest drinking banquets by 98.68% while for security drinking banquets by 98.24%, where employee performance has not been achieved targets so that it will affect the goals of the organization.

The West Java Provincial Government Setda Banquet Affairs plays an important role in creating a pleasant dining experience, meeting quality standards, and providing good service to guests who attend official events of the West Java Provincial Government. However, based on the results of a pre-survey conducted by researchers in 2023 on these Affairs, it is known that there are several problems that often occur. In the service quality, it seems that there is a lack on document completeness that are quite inappropriate, and there are often delays for the presence on supporting documents needed for providing the services. Furthermore, another problem also exist in terms of motivation. Miscommunications and conflicts often occur between leaders and subordinates, staffs,

as well as staff with vendors. This leads to additional problems of trust among colleagues, thus reducing their motivation to complete each job.

From these problems, to achieve organizational goals, the role of employees involved in it is very important. To move employees to be in accordance with what the organization wants, it must be understood the motivation of employees who work in the organization, because this motivation determines the behavior of people to work well so that it also has an impact on the quality of service. The importance of the two factors above is to examine employee performance problems, thus encouraging researchers to conduct scientific research to find out and obtain an objective picture of the Effect of Service Quality and Motivation on Employee Performance at the West Java Provincial Government Secretariat Banquet.

### **Theoretical Studies**

#### **Quality of Service**

Public service involves fulfilling all essential community needs in accordance with established provisions, as outlined by Hayat (2017). Alternatively, according to Hardiyansyah (2018), public services can be defined as catering to the needs of individuals or communities with an interest in the organization, following established rules and procedures. Hardiyansyah (2018) further emphasizes that the quality of public services encompasses the characteristics of a product (goods and/or services) that contribute to meeting community needs. In a different perspective, Salsabila and Maskur (2022) describe service quality as a series of activities occurring in direct interactions between individuals and other people or machines, ultimately leading to customer satisfaction.

According to Hardiyansyah (2018), the categorization of public services is outlined as follows: 1. Basic Needs Services: These are fundamental services that the government is obligated to provide, including health services, basic education services, and services addressing essential community needs. 2. Public Service: As a provider of public services, the government is required to offer various services to the community. These services encompass: a) Administrative services: These services involve furnishing necessary documents to the public, such as ID cards, family cards, land certificates, birth certificates, death certificates, and the like. b) Goods services: This category involves providing diverse types of goods that fulfill public needs, such as telephone networks, electricity provision, and clean water services. c) Other services: This includes delivering various service-oriented offerings required by the public, such as higher and secondary education, healthcare, waste management, disaster response, and more.

According to Hardiyansyah (2018), the assessment of service quality can be conducted through five dimensions, which are: 1) Tangible: This dimension includes indicators such as the appearance of officers, the comfort of the service location, the ease of the service process, the discipline of officers, accessibility for customers in service requests, and the use of tools in service. 2) Reliability: This dimension encompasses indicators such as the accuracy of officers in serving customers, the presence of clear service standards, the ability of officers to use tools in the service process, and the expertise of officers in utilizing tools during service. 3) Responsiveness: This dimension, also known as response or reaction, includes indicators like responding to every customer, the promptness of service, appropriateness in service delivery, carefulness in service provision, timely service, and addressing all customer complaints. 4) Assurance: This dimension involves indicators such as officers providing guarantees on time and cost in services, as well as ensuring legality and certainty of costs in services. 5) Empathy: The empathy dimension includes indicators such as prioritizing the interests of applicants or customers, serving with a friendly attitude, providing courteous service, avoiding discrimination, and demonstrating respect for every customer.

H1: The quality of service has an impact on the performance of employees.

#### **Motivation**

Motivation is a force that propels an individual to engage in a specific activity. Consequently, it is frequently perceived as a driving factor behind one's behavior, as noted by Sutrisno (2009). Hasibuan (2010) has identified two types of motivation, namely positive motivation

and negative motivation. The motivational factors according to Herzberg quoted by Siagian (2008) are as follows: 1. Motivational Factors a. One's job; b. Successes achieved; c. Growth opportunities; d. Advancement in career; and e. Confession of others 2. Higine Factor a. Status of a person in the organization; b. The relationship of an employee with his superiors; c. A person's relationship with his co-workers; d. Supervision techniques applied by supervisors; e. Organizational discretion; f. Administrative systems in the organization; g. Working conditions; and h. Applicable reward system. According to Sutrisno (2009), motivation is a psychological process in an individual influenced by various factors, both internal and external to employees. Internal factors that can impact motivating employees include: (1) the desire for a fulfilling life; (2) the wish for possessions; (3) the eagerness to receive rewards; (4) the aspiration for recognition; and (5) the pursuit of power. External factors affecting motivation in employees encompass: (1) the conditions of service quality; (2) compensation; (3) supervision; (4) job security; (5) status and responsibilities; and (6) flexible regulations.

There exists a positive linear relationship between motivation and performance, as emphasized by Sutrisno (2009). This implies that an increase in motivation leads to an improvement in employee performance, and conversely, a decrease in work motivation adversely affects employee performance..

H2: Employee performance is affected by motivation.

### Employee Performance

Sutrisno (2009) Expressed that the outcomes of work, achievable by an individual or a group within an organization, align with their designated authorities and responsibilities. This is done with the aim of achieving the organization's goals in a lawful manner, without contravening any legal standards, and in adherence to moral and ethical principles. Additionally, Mangkunegara (2010) asserted that work outcomes, both in terms of quality and quantity, represent what an employee can accomplish in fulfilling their duties as per the responsibilities assigned to them.

In employee performance variables, researchers adapted the indicators stated by Mangkunegara (2010), namely: 1) Quality of work This indicator can be known from the tidiness, accuracy, and suitability of employee results. With the high quality of work can minimize errors, so that it can be useful for the progress of the company. 2) Quantity of work This indicator shows the number of types of work carried out by employees effectively and efficiently in achieving the goals set by the organization. 3) Initiative Each employee is expected to have his own initiative in carrying out his work, which is a form of employee responsibility for the obligations he must carry out. 4) This Indiator cooperation shows that every employee has an attitude of wanting to help his friend, in this case there must be cooperation between team members.

### Research Framework

The research model can be shown in the picture below:

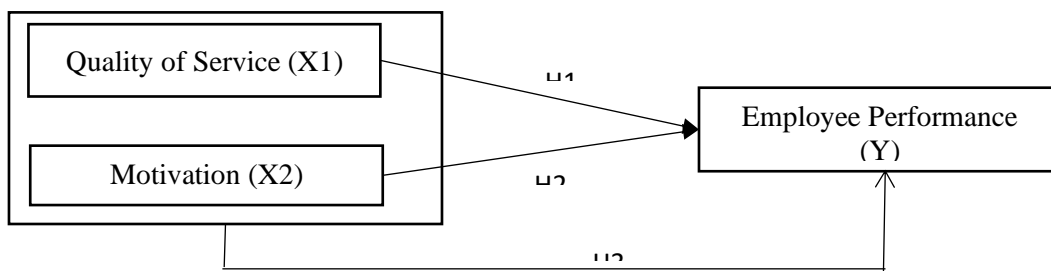


Figure 1. Research Framework

Source: Author Data (2023)

### Research Hypothesis

Derived from the framework outlined above, the following research hypothesis can be proposed: "The performance of employees at the Banquet Affairs division of the West Java Provincial Government Secretariat is influenced by both service quality and motivation." The corresponding statistical hypothesis is as follows:

H1: Service Quality Affects Employee Performance at the Banquet Affairs of the West Java Provincial Government Secretariat

H2: Motivation affects employee performance at the banquet of the West Java Provincial Government Secretariat

H3: Service quality and motivation together affect employee performance at the banquet affairs of the West Java Provincial Government Secretariat

### METHODS

This study adopts a survey methodology with a quantitative approach. As per Sugiyono (2017), quantitative research, rooted in the philosophy of positivism, is employed to investigate specific populations or samples. The data utilized in this research comprises both primary and secondary sources. The study population consists of 30 employees. According to Sugiyono (2017), if the population is below 100 individuals, the entire population is considered for sampling. Therefore, a saturated sample of 30 respondents is chosen. To gather data for analysis, the researcher initially conducts observations to identify the research problems. Subsequently, data is collected by directly distributing questionnaires to the respondents. The respondents are instructed to assess the option that best corresponds to their circumstances, utilizing a 5-point Likert scale ranging from strongly disagree to strongly agree.

The research methodology employed includes both descriptive and verificative research. Descriptive research, as defined by Suharsimi (2020), is utilized to depict various symptoms, facts, and phenomena present in social life. This type of research primarily focuses on providing an account of what exists or occurs in a particular scene, field, or region. On the other hand, verificative research aims to verify the correctness of hypotheses through the collection of field data and hypothesis testing. To gather information, researchers distribute research questionnaires to employees. The data analysis technique involves utilizing multiple linear regression with SPSS 25 software to assess the influence of the studied variables. The measurement of service quality variables (X1) involves five indicator items: Tangible, Reliability, Responsiveness, Assurance, and Empathy, adapted from the work of Hardiyansyah (2018). Motivation measurement (X2) is measured by two indicator items, namely: motivational factor and hygiene factor adapted from Herzberg's research in Siagian (2008). The measurement of employee performance variables (Y) is measured by five indicator items, namely: work quality, work quantity, initiative and cooperation adapted from Mangkunegara (2010).

### RESULTS AND DISCUSSION

#### Respondents' Profile

This analysis delineates the attributes of the participants under examination. Assessing the characteristics of the respondents serves the purpose of offering a comprehensive overview of the individuals involved in the study.

**Table 3. Characteristics of Respondents**

Information	Amount	Percentage
<b>Gender</b>		
Male	17	61%
Female	11	39%
	28	100%
<b>Age</b>	3	11%



Information	Amount	Percentage
< 30 years old		
30 – 39 years old	5	18%
40 – 49 years old	11	39%
> 50 years old	9	32%
	28	100%
<b>Education</b>		
Junior High School	1	4%
Senior/Vocational High School	16	57%
Diploma	1	4%
Bachelor	8	29%
Magister	2	7%
	28	100%

Source: Processed Data (2023)

The provided table indicates that among the 28 sampled respondents, the predominant majority, comprising 17 individuals or 61%, were male. In terms of respondent age, the majority fell within the 40-49 years range, accounting for 11 individuals or 39%. Regarding educational attainment, the highest number of respondents, totaling 16 individuals or 57%, had completed high school education.

#### Validity and Reliability Test

To assess the validity level, a significance test is conducted by comparing the calculated value with the critical value ( $r_{table}$ ) for the degree of freedom ( $df$ ), where  $df$  is determined by subtracting the number of constructs ( $k$ ) from the number of samples ( $n$ ). In this case,  $df$  can be computed as  $28-3$ , resulting in  $df = 25$ . With an alpha value of 0.05, the obtained  $r_{table}$  is 0.3172. If the calculated value (visible for each item in the Corrected Item Total Correlation column) surpasses the  $r_{table}$ , and the  $r$  value is positive, then the item or question is considered valid.

**Table 4 Validity of the Questionnaire Variable statements of Service Quality, Motivation, and Employee Performance**

Item	r count	r table	Keterangan
X1.1	.424	0.3172	Valid
X1.2	.471	0.3172	Valid
X1.3	.476	0.3172	Valid
X1.4	.389	0.3172	Valid
X1.5	.617	0.3172	Valid
X1.6	.501	0.3172	Valid
X1.7	.666	0.3172	Valid
X1.8	.568	0.3172	Valid
X1.9	.464	0.3172	Valid
X1.10	.344	0.3172	Valid
X1.11	.401	0.3172	Valid
X2.1	.413	0.3172	Valid
X2.2	.570	0.3172	Valid

Item	r count	r table	Keterangan
X2.3	.505	0.3172	Valid
X2.4	.457	0.3172	Valid
X2.5	.340	0.3172	Valid
X2.6	.456	0.3172	Valid
X2.7	.345	0.3172	Valid
X2.8	.409	0.3172	Valid
X2.9	.461	0.3172	Valid
X2.10	.670	0.3172	Valid
X2.11	.500	0.3172	Valid
X2.12	.321	0.3172	Valid
X2.13	.471	0.3172	Valid
Y1	.415	0.3172	Valid
Y2	.397	0.3172	Valid
Y3	.407	0.3172	Valid
Y4	.747	0.3172	Valid
Y5	.503	0.3172	Valid
Y6	.665	0.3172	Valid
Y7	.512	0.3172	Valid
Y8	.560	0.3172	Valid
Y9	.469	0.3172	Valid
Y10	.447	0.3172	Valid
Y11	.544	0.3172	Valid
Y12	.415	0.3172	Valid

Source: SPSS data processing, 2023

According to the provided table, each statement item related to the variables of Service Quality, Motivation, and Employee Performance is deemed valid as their values exceed 0.3172. To assess the reliability of the instrument, the authors employed SPSS analysis, and the outcomes of the reliability test are presented below.

**Table 5. Variable reliability of Service Quality, Employee Motivation and Performance**

Variable	Cronbach's alpha	Criterion Testing	Keterangan
Quality of Service	.859	0,60	Reliable
Motivation	.769	0,60	Reliable
Employee Performance	.813	0,60	Reliable

Source: SPSS data processing, 2023

As indicated in the presented table, the outcomes of the Reliability test for Service Quality, Motivation, and Employee Performance reveal Cronbach's Alpha values exceeding 0.60, thereby confirming the reliability of the data.



## Normality Test

The Normality Test is employed to ascertain whether the data follows a normal distribution, a prerequisite for parametric analyses like linear regression. The Kolmogorov-Smirnov Normality Test method was utilized for the normality test in this study.

**Table 6 One-Sample Kolmogorov-Smirnov Test**

		X1	X2	Y
N		28	28	28
Normal Parameters <sup>a,b</sup>	Mean	52.21	56.64	52.04
	Std. Deviation	3.059	4.580	5.022
Most Extreme Differences	Absolute	.220	.140	.193
	Positive	.181	.140	.193
	Negative	-.220	-.089	-.122
Test Statistic		.220	.140	.193
Asymp. Sig. (2-tailed)		.098 <sup>c</sup>	.169 <sup>c</sup>	.109 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS data processing, 2023

As illustrated in the provided table, the Asymp. Sig. (2-tailed) values for Unstandardized Residuals, specifically 0.098, 0.169, and 0.109, exceed 0.05. Consequently, it can be inferred that the regression data in this study follows a normal distribution.

## Double Linear Regression Analysis

Multiple regression analysis is applied to examine multivariate data, particularly to predict the value of the dependent variable (Y) when there are multiple independent variables. In this study, the analysis aims to determine the extent to which Service Quality and Motivation influence employee performance at the West Java Provincial Government Secretariat Banquet Affairs. The outcomes of the multiple linear regression analysis are presented below:

**Table 7 Multiple linear regression analysis results**

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta					
1	(Constant)	4.435	12.832		.346	.733		
	X1	.462	.265	.282	1.741	.034	.786	1.273
	X2	.571	.177	.521	3.220	.004	.786	1.273

a. Dependent Variable: Y

Source: SPSS data processing, 2023

Multiple linear regression equation using three independent variables as follows:

$$Y = a + b1X_1 + b2X_2 + e$$

$$Y = 4.435 + b1(0.462) + b2(0.571) + e$$

Keterangan:

Y = Employee Performance

a = konstanta

b1, b2, = predictor regression equation coefficient X1, X2

X1 = Quality of Service

X2 = Motivation

This equation can be interpreted as follows :

Constant (a): The constant value of 4.435 is positive, indicating that if the scores for the Service Quality and Motivation variables are considered null or equal to 0, the employee performance score will experience an increase.

Coefficient b1: The value of 0.462 represents the regression coefficient for X1 (Service Quality). This implies that if the Service Quality variable (X1) increases by 1 unit, the employee performance will increase by 0.4628 units, considering other variables are ignored or without the presence of other independent variables.

Coefficient b2: With a value of 0.571, the regression coefficient for X2 (Motivation) indicates that if the Motivation variable (X2) increases by 1 unit, the employee performance will increase by 0.571 units, without considering other variables or in the absence of other independent variables.

### Test T (Partial Test)

The t-test is employed to assess the partial impact of the independent variable on the dependent variable and can serve as a tool for conducting hypothesis tests for individual variables.

**Table 8 T Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.435	12.832		.346	.733
	X1	.462	.265	.282	1.741	.034
	X2	.571	.177	.521	3.220	.004

a. Dependent Variable: Y

Source: SPSS data processing, 2023

According to the presented table, the significance value for the Service Quality variable is 0.034, which is less than 0.05. Consequently, the null hypothesis (Ho) is rejected, leading to the conclusion that the Service Quality variable significantly impacts the employee performance variable at the West Java Provincial Government Secretariat's banquet affairs. Similarly, for the Motivation variable, the significance value is 0.004, which is less than 0.05. Consequently, the null hypothesis (Ho) is rejected, indicating that the Motivation variable significantly affects the employee performance variable at the banquet of the West Java Provincial Government Secretariat.

### F Test (Simultant Test)

**Table 9 F Test Results**

Model		ANOVA <sup>a</sup>				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	331.061	2	165.530	11.827	.000 <sup>b</sup>
	Residual	349.904	25	13.996		
	Total	680.964	27			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS data processing, 2023

From the outcomes of data analysis, a p-value of 0.000 was obtained, which is less than 0.05. This leads to the conclusion that both the Service Quality and Motivation variables collectively exert a significant influence on the employee performance variables at the banquet affairs of the West Java Provincial Government Secretariat.

### Coefficient of Determination (Adj R2)

The analysis of R2 (Adjusted R Square) or Coefficient of Determination is employed to ascertain the percentage of influence contributed by the independent variable to the dependent variable.

**Table 10 Determinants Test**

Model Summary <sup>b</sup>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change	Durbin - Watson
						F Change	df1	df2		
1	.862 <sup>a</sup>	.743	.755	4.741	.686	11.827	2	25	.000	1.992

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS data processing, 2023

As indicated in the provided table, the (Adjusted R Square) value is 0.743. This suggests that 74.3% of the variance in the employee performance variables at the banquet affairs of the West Java Provincial Government Secretariat can be attributed to the combined influence of the independent variables, Service Quality and Motivation, in the multiple linear regression model. The remaining 25.7% is presumed to be influenced by other factors not addressed in this study.

## Discussion

### The effect of service quality on employee performance

According to the research findings, it is affirmed that service quality plays a significant role in influencing employee performance. This suggests that when employees deliver a higher standard of service quality in their work, it contributes to the formation of positive work patterns. A commendable performance can bring about a transformation in unfavorable work habits, ultimately impacting the overall image of the organization. Consequently, efforts should be made to eliminate factors that may tarnish the organization's reputation. Analyzing the respondents' feedback on service quality and employee performance, the average responses indicate a commendable level of performance. This affirms that the quality of service provided indeed has an effect on the performance of employees at the banquets of the West Java Provincial Government Secretariat. These study results align with and are supported by findings from previous research. (Poetri et al., 2020; Saputra, 2018; Saputra et al., 2023; Suarha et al., 2023; Sunanjar & Saryono, 2019) which states that service quality affects employee performance. Service quality reflects the professionalism of public service organizations. Employees who are part of an organization that delivers high-quality services may take pride in their work and their affiliation with the organization. Furthermore, when employees see that their organization is committed to delivering quality service, they may perceive greater organizational support. This perceived support can enhance employee morale and increase their performance. A focus on service quality can also shape organizational culture. When the organization or institution prioritizes providing excellent services, it sets expectations for employees to align with that goal, fostering a culture of excellence.

### The effect of motivation on employee performance

According to the study findings, it is established that motivation significantly influences employee performance. This is substantiated by the respondents' responses, indicating a favorable average

score for motivation. Furthermore, employee motivation is attributed to the recognition received from the West Java Provincial Government Setda and acknowledgment from satisfied guests who have attended banquets and appreciated the food served. This observation is consistent with Sutrisno (2009), who describes motivation as a driving force for one's behavior (Handoko, 2012; Ningrum et al., 2023; Saputra, 2022). The positive linear relationship between motivation and performance, as highlighted by Sutrisno (2009), signifies that an increase in motivation leads to an improvement in employee performance. Conversely, a reduction in work motivation is associated with a decrease in employee performance. These findings from the current study align with and are supported by several previous research results. (Azhar & Alfihamsyah, 2021; Farisi et al., 2020; Gultom, 2014; Astuti & Suhendri, 2020; Rosmaini & Tanjung, 2019) that motivation affects employee performance. Motivated employees tend to be more productive. When individuals are enthusiastic about their work and have a sense of purpose, they are likely to put in extra effort to accomplish tasks efficiently and effectively. Motivated employees are generally more dedicated to their work, leading to lower rates of absenteeism. When employees are engaged and motivated, they are more likely to show up consistently and contribute positively to their team and organization.

## CONCLUSION AND RECOMMENDATIONS

From the study results, it can be inferred that both individually and collectively, service quality and motivation exert an influence on the performance of employees at the Banquet Affairs of the Regional Secretariat of the West Java Provincial Government. The combined effect of service quality and motivation accounts for 74.3% of the variance in employee performance at this department. In light of the findings, the researcher suggests attention to the aspect of service quality, specifically focusing on the lowest average score given by respondents regarding the statement "employees provide guarantees of legality in service." To address this, it is recommended that the Banquet Affairs of the Regional Secretariat of the West Java Provincial Government conducts an evaluation of its service Standard Operating Procedures (SOP). This evaluation is anticipated to enhance the quality of services delivered by the Banquet Affairs of the Regional Secretariat of the West Java Provincial Government.

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