

# IMPLEMENTATION OF GOOD GOVERNANCE AND MOTIVATION IN IMPROVING SERVICE QUALITY: THE ROLE OF JOB SATISFACTION AS A MEDIATING VARIABLE (Study at the Badung Regency Cultural Office)

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## Abstract

This study aims to analyze the effect of Good Governance and work motivation on public service quality, as well as the role of job satisfaction as a mediating variable. The research population consisted of all employees of the Cultural Office of Badung Regency, including Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). A total of 107 respondents were selected using Slovin's formula. Data collection was conducted through questionnaires, and analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results indicate that Good Governance has a positive and significant effect on service quality, as does work motivation. Job satisfaction was found to play a significant mediating role in the relationship between Good Governance, work motivation, and service quality. These findings confirm that transparent, accountable, and participatory governance practices, alongside enhanced employee motivation, contribute to increased job satisfaction, which in turn strengthens the quality of public services. The implications of this study suggest the need to reinforce Good Governance principles, implement evaluation and innovation in human resource management, and address employee motivation and job satisfaction to create more responsive, reliable, professional, and citizen-oriented public services. This research provides empirical evidence crucial for developing sustainable public service policies in Badung Regency.

**Keywords:** *Good Governance, Work Motivation, Job Satisfaction, Service Quality.*

## INTRODUCTION

Community participation is one of the important aspects emphasized in the implementation of public service policies in Badung Regency. The participatory principles stipulated in the law provide space for the public to be actively involved in providing input, criticism, and evaluation of the quality of services they receive. With this involvement, the government has the opportunity to listen to public aspirations and adjust service policies according to the real needs of the community. This active participation also allows for direct supervision from the community, so that public services can be more transparent and accountable. This effort is expected to be able to overcome the challenges that arise in maintaining the quality of service to remain stable and sustainable, as well as encouraging an increase in overall community satisfaction. The following is the data of the Community Satisfaction Index for services at one of the OPDs in Badung Regency, namely the Badung Regency Cultural Office, which can be seen in the following Figure 1.



**Figure 1. Community Satisfaction Index for the Services of the Badung Regency Cultural Office**  
 Source : Data from the Badung Regency Cultural Office in 2024

Based on the data in Figure 1, it can be seen that there is an instability in the value of the Community Satisfaction Index (IKM) for the services of the Badung Regency Cultural Office during the period 2022 to 2024. Although data from the Badung Regency Cultural Office in 2024 shows that the achievement of SMEs in general is still in the "Very Good" category, there are quite striking fluctuations, especially a significant increase from 2022 to 2023, where the IKM value increased from 88.68 to 98.75, then a slight decrease in 2024 to 97.21. This phenomenon raises questions about the consistency of the quality of public services provided as well as the factors that may contribute to these changes. This decline is suspected to be related to various challenges in the service delivery process, which need to be explored further to identify the root cause of the problem thoroughly.

However, the inconsistency continued with a decline in 2024, where the IKM score became 97.21, although it was still in the "Excellent" category. This decline illustrates the ongoing challenge of maintaining stable community satisfaction. Therefore, a thorough evaluation of all aspects of service is needed to ensure that the quality expected by the community can continue to be met. In this case, it is also necessary to pay attention to the provisions of laws and regulations that are relevant to improving the quality of public services. One of the legal foundations that plays an important role is Law No. 25 of 2009 concerning Public Services, which regulates service standards and the rights of the community as service users. This law emphasizes that every government agency is obliged to maintain the quality of service consistently in order to achieve optimal satisfaction in accordance with the principles of good service delivery.

The problem of service quality at the Badung Regency Cultural Office can be seen from the significant fluctuations in the value of SMEs which reflects community dissatisfaction. This indicates that there are still shortcomings in aspects of services, such as the speed of response, the affordability of information, and the ability of officers to meet the needs of the community. In addition, the lack of training for human resources can also affect the quality of services provided. Given the importance of public perception of public services, a deeper understanding of the aspects that affect public satisfaction needs to be done to formulate appropriate improvement measures. The results of this study show that Good Governance has a significant influence on improving the quality of services in the public sector. Research conducted by (V. A. R. Pasaribu, 2019) shows that the application of the principles of accountability, transparency, and community participation is recognized as the initial foundation for the realization of good governance in general, but at the Simalingkar Village Office, Good Governance has a significant influence on service quality, based on data from 100 respondents.

This is supported by the results of research conducted by (Lauma et al., 2019); (Ardani et al., 2024) who found that Good Governance has a positive and significant influence. However, there are different research results conducted by (Putri et al., 2023). This study shows that the application of the principles Good Governance in Bumiputera Syariah Life Insurance Company has not significantly improved the quality of services due to its ineffective implementation. Besides Good Governance There are main factors that influence Service Quality that is work motivation, This was found based on the results of research conducted by (Sibonde & Dassah, 2021) who found that Service Quality is positively and significantly influenced by work motivation. Further research conducted by (Situnite et al., 2023) found that organizational culture, motivation, and work discipline simultaneously and partially had a significant influence on the quality of service for AK 1 (Job Seekers) at the Musi Rawas Regency

Manpower and Transmigration Office. The results of the study are in line with the research conducted by (Nurung et al., 2019) which states that Work Motivation on public servants has a significant influence on Service Quality. Previous research has also found that the main factors that influence Service Quality be Job Satisfaction (Andayani et al., 2024; Candani et al., 2024; Nurung et al., 2019). The results of the study show that Service Quality positively and significantly affected Job Satisfaction. Research (Ida et al., 2021) conducted a test related to the influence of teamwork and job satisfaction on the quality of nursing services at Abdul Wahab Sjahranie Samarinda Hospital, with results showing a significant influence of these two variables on service quality. The research conducted by stated that the quality of service is positively and significantly influenced by job satisfaction, where the increase in job satisfaction is directly related to the improvement in the quality of the services provided.

Good governance has a significant influence on job satisfaction, as revealed by various researchers. Research by (Kim & Han, 2013) shows that the principle Good Governance which involves transparency and accountability can increase employee job satisfaction by providing a fairer and more open work environment. added that employee participation in decision-making, which is an important aspect of Good Governance, contributes to increased job satisfaction as employees feel more valued and engaged. Next. Work motivation plays an important role in influencing job satisfaction, as revealed by various researchers. (Aguslan et al., 2024) It was found that high work motivation was directly related to increased job satisfaction, as motivated employees felt more engaged and satisfied with their work. (Kartika, 2024) adding that the motivation aspect significantly increases job satisfaction. (Lestari et al., 2024) confirms that strong and high work motivation contributes positively to employee job satisfaction, especially by increasing a sense of responsibility and satisfaction with work results. (Nasution et al., 2024) It shows that motivational factors such as rewards and career development play a role in increasing job satisfaction.

There is a gap in results between the results of the research conducted by (Lauma et al., 2019); (Ardani et al., 2024); (Fitriani et al., 2023) who found that Good Governance has a positive and significant influence on Service Quality with research conducted by (Putri et al., 2023) which states that the application of the principles Good Governance in Bumiputera Syariah Life Insurance Company has not significantly improved the quality of services due to its ineffective implementation. Based on these findings, it is interesting for researchers to add the Job Satisfaction As a mediator, this is based on the findings that Job satisfaction has significant influence on Service Quality (Ida et al., 2021). Moreover Good Governance was also found to have a significant influence on Job Satisfaction (Motalebi & Marşap, 2020); (Moestain et al., 2020).

Based on the description that has been presented in this study, we will further examine the role of variable job satisfaction in mediating the influence of good governance and motivation on service quality. The existence of the phenomenon of service quality in employees of the Badung Regency Cultural Office and the existence of a research gap are the basis for researchers to research the relationship between these variables, which is expected to provide novelty in related fields.

## **METHODOLOGY**

The design of this study uses a quantitative approach that aims to test the causal relationship between the implementation of good governance and motivation in improving service quality, with job satisfaction as a mediating variable. This research paradigm is explanatory, which seeks to explain the direct and indirect influence between the variables studied. The implementation of good governance and motivation is hypothesized to have a significant impact on service quality, both directly and through the role of job satisfaction as a mediating variable. Data processing is carried out using inferential statistical methods to test the proposed hypothesis.

In addition, this study applies a survey method with a Likert scale as a measuring tool to assess respondents' perception of research variables. The data analysis techniques used include validity and reliability tests, regression analysis, and mediation tests to evaluate the extent to which job satisfaction can strengthen the relationship between the implementation of good governance, motivation, and service quality. The data collection technique in this study was carried out through the distribution of questionnaires using the Likert scale, which was designed to measure respondents' attitudes, perceptions, and opinions on the research variables (Sugiyono, 2019). The population in this study includes all employees who work within the Badung Regency Cultural Office. Based on the available personnel data, the total number of employees is 146 people, consisting of various positions and education levels relevant to the implementation of cultural tasks in the area. The minimum number of samples used in this study is 107 people. Data Analysis Techniques. There are two types of methods used in this study, namely: descriptive analysis and inferential analysis.

**RESULTS AND DISCUSSION**

**Inferential Analysis Results**

**Evaluation of the Outer Model**

This evaluation measurement (outer model) was carried out to see the influence between latent variables and their indicators. The goal is to validate the model and test the reliability of existing constructs, in accordance with theory and empirical studies.

**Construct Validity Test Results**

**Convergent validity**, the correlation between the score of a reflexive indicator and the score of its latent variable. This study using a loading factor of 0.5 to 0.6 is considered sufficient, because it is the initial stage of the development of the measurement scale and the number of indicators per construct is not large, ranging from three to seven indicators.

**Table 1. Convergent Validity Test Results Using Loading Factor**

	<b>Good Governance (X1)</b>	<b>Job Satisfaction (M1)</b>	<b>Motivation (X2)</b>	<b>Service Quality (Y1)</b>
M1.1		0,792		
M1.2		0,886		
M1.3		0,907		
M1.4		0,876		
M1.5		0,713		
X1.1	0,882			
X1.2	0,822			
X1.3	0,847			
X1.4	0,752			
X1.5	0,881			
X1.6	0,816			
X1.7	0,845			
X1.8	0,923			
X1.9	0,888			
X2.1			0,855	
X2.2			0,830	
X2.3			0,825	
X2.4			0,719	
Y1.1				0,856
Y1.2				0,859
Y1.3				0,914
Y1.4				0,777
Y1.5				0,852

Source: Data processed, 2025

Based on Table 1, it can be seen that all the values of the external loading variable are greater than 0.50. Thus, it can be stated that the data in this study is valid, meaning that the reflective indicator with the latent variable score has a good correlation. , Convergent validity testing is also carried out by looking at the average variance extracted (AVE) value of each latent variable. If the average variance extracted (AVE) of the latent variable is greater than 0.5, it is said to have good convergent validity. In this study, it is recommended that the AVE value should be greater than 0.50. The results of the convergent validity test using AVE are presented in Table 2 below.

**IMPLEMENTATION OF GOOD GOVERNANCE AND MOTIVATION IN IMPROVING SERVICE QUALITY: THE ROLE OF JOB SATISFACTION AS A MEDIATING VARIABLE (Study at the Badung Regency Cultural Office)**

I Gede Krisnayasa et al

**Table 2. Convergent Validity Test Results Using Average Variance Extracted (AVE)**

	Average variance extracted (AVE)
Good Governance (X1)	0,726
Job Satisfaction (M1)	0,702
Motivation (X2)	0,654
Service Quality (Y1)	0,727

Source: Data processed, 2025

**Discriminant Validity**

The second part is the outer model test using discriminant validity criteria with cross loading. This test is carried out by checking cross loading with its latent variables. If the cross loading value of each indicator on the variable in question has the largest value compared to the cross loading on other latent variables, then it is said to be valid. The indicator is considered valid if it has a cross loading value greater than 0.50. The results of the discriminant validity test using cross loading are presented in Table 3.

**Table 3. Cross Discriminant Validity Test –Loading Validity Test**

	Good Governance (X1)	Job Satisfaction (M1)	Motivation (X2)	Service Quality (Y1)
M1.1	0,723	0,792	0,728	0,681
M1.2	0,795	0,886	0,777	0,787
M1.3	0,799	0,907	0,772	0,810
M1.4	0,744	0,876	0,729	0,741
M1.5	0,591	0,713	0,514	0,632
X1.1	0,882	0,805	0,727	0,754
X1.2	0,822	0,754	0,713	0,710
X1.3	0,847	0,731	0,677	0,743
X1.4	0,752	0,633	0,610	0,639
X1.5	0,881	0,735	0,743	0,753
X1.6	0,816	0,657	0,646	0,748
X1.7	0,845	0,765	0,764	0,762
X1.8	0,923	0,815	0,802	0,833
X1.9	0,888	0,806	0,732	0,760
X2.1	0,840	0,772	0,855	0,785
X2.2	0,727	0,668	0,830	0,716
X2.3	0,605	0,651	0,825	0,671
X2.4	0,504	0,639	0,719	0,579
Y1.1	0,715	0,735	0,678	0,856
Y1.2	0,730	0,774	0,743	0,859
Y1.3	0,833	0,825	0,793	0,914
Y1.4	0,687	0,644	0,681	0,777
Y1.5	0,760	0,741	0,751	0,852

Source: Data processed, 2025

Based on Table 3 it can be seen that all the cross loading values of each indicator on each variable are greater than 0.50. Thus, it can be stated that the data in the study is valid, meaning that the latent variable has become a good benchmark for the research model.

**Cross Discriminant Validity Test –Loading Validity Test**

Discriminant validity in this study can also be seen from the root square value of average variance extracted (RSAVE) of each construct with the correlation between one construct and another. This can be seen from the value of the root of the AVE ground that is boldly printed has a greater value than the correlation between constructs. The results of the discriminant validity test using RSAVE are presented in Table 4 below.

**Table 4. Validity Test Using the Fornell Larscker Vallidity Test**

	<b>Good Governance (X1)</b>	<b>Job Satisfaction (M1)</b>	<b>Motivation (X2)</b>	<b>Service Quality (Y1)</b>
<b>Good Governance (X1)</b>	<b>0,852</b>			
<b>Job Satisfaction (M1)</b>	0,877	<b>0,838</b>		
<b>Motivation (X2)</b>	0,839	0,847	<b>0,809</b>	
<b>Service Quality (Y1)</b>	0,876	0,875	0,857	<b>0,853</b>

Source: Data processed, 2025

**Construct Reliability Test Results**

In this study, the reliability test was carried out using two parameters, namely Cronbach's Alpha and Composite Reliability. The reliability test aims to determine the extent of internal consistency of indicators in measuring a construct. A construct is declared reliable if Cronbach's Alpha value is greater than 0.70 and the Composite Reliability value (rho\_a or rho\_c) is greater than or equal to 0.70.

**Table 5. Construct Reliability Test Results**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>
<b>Good Governance (X1)</b>	0,952	0,955	0,960
<b>Job Satisfaction (M1)</b>	0,892	0,902	0,921
<b>Motivation (X2)</b>	0,822	0,831	0,883
<b>Service Quality (Y1)</b>	0,905	0,910	0,930

Source : primary data processed, 2025

The results of the analysis presented in Table 5 show that the entire research construct has Cronbach's Alpha and Composite Reliability values above the required minimum limit. The Good Governance construct (X1) has a Cronbach's Alpha value of 0.952 and a Composite Reliability of 0.960, indicating very high reliability. Construct Job Satisfaction (M1) also showed strong reliability with Cronbach's Alpha value of 0.892 and Composite Reliability of 0.921. Furthermore, the Motivation construct (X2) has a Cronbach's Alpha value of 0.822 and a Composite Reliability of 0.883 which is well above the minimum limit of 0.70. Similarly, the Service Quality (Y1) construct obtained Cronbach's Alpha value of 0.905 and Composite Reliability of 0.930, which confirms excellent internal consistency. Based on these results, it can be concluded that all constructs of this study have met the reliability criteria. Thus, the research instruments used have good internal consistency so that they are suitable for use in further structural model testing.

**Evaluation of Structural or Inner Model**

**1. Test R Square (R2)**

R-Square (R2) can show how much variation of dependent variables is caused by independent variables. R-Square (R2) can also show the strength and weakness of a research model. The results of the evaluation of the structural model through R-Square (R2) of this study can be seen in Table 6 below.

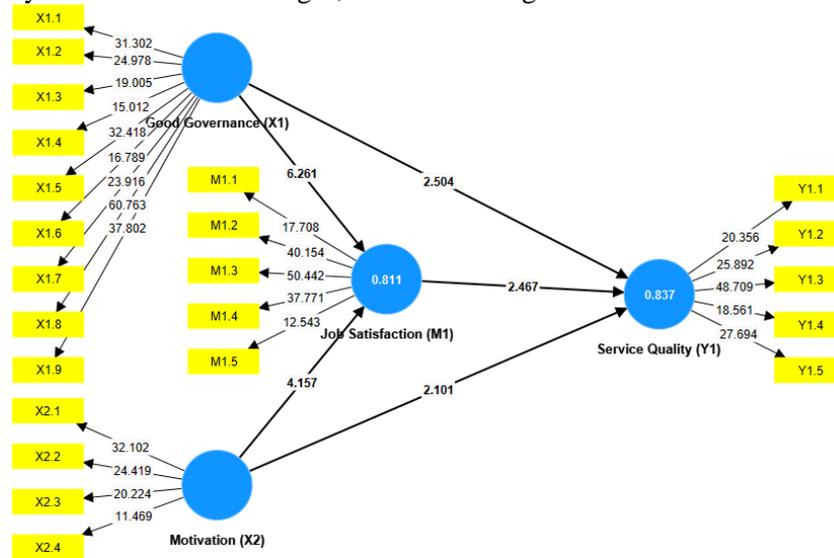
**Table 6. R-Square (R2)**

	<b>R-square</b>	<b>R-square adjusted</b>
<b>Job Satisfaction (M1)</b>	0,811	0,807
<b>Service Quality (Y1)</b>	0,837	0,832

Based on Table 6, the Job Satisfaction (M1) variable has an R<sup>2</sup> value of 0.811 (R<sup>2</sup> adjusted 0.807), which shows that 81.1 percent of the variation in job satisfaction can be explained by the independent variable in the model, while 18.9 percent is influenced by other factors outside the model. Meanwhile, the variable Service Quality (Y1) has an R<sup>2</sup> value of 0.837 (R<sup>2</sup> adjusted 0.832), which means that 83.7 percent of the variation in service quality can be explained by constructs in the model, and the remaining 16.3 percent can be explained by external factors. The high R<sup>2</sup> value in these two variables shows that the research model has strong predictive power according to the criteria of Ghozali (2016:85), so that variables such as Good Governance, Motivation, and Job Satisfaction play a significant role in explaining the variation in the quality of service quality of employees of the Badung Regency Cultural Office.

**2. Hypothesis testing**

To measure the relationship between variables or models in the prediction with the t-test premer and to explain the hypothesis can be seen from the significance value of the comparison of the t-table value with the t-calculated value at a significant level of  $\alpha = 0.05$  (alpha 95%). The decision-making criteria in the t-test are H0 accepted if the :P-value is  $\geq 0.05$  and H1 is accepted if: P-value  $\leq 0.05$ . In terms of testing hypotheses, the results of SmartPLS 4.0 data processing are displayed in the form of images, as shown in Figure 2 as follows:.



**Figure 2. PLS Bootstrapping Analysis Results**

Based on the results of data processing carried out with the SmartPLS 4.0 program. As shown in Figure 1, it can be described in the table regarding the relationship between variables, shown in Table 7.next.

**Table 7. Direct Impact Test Results**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Good Governance (X1) -> Job Satisfaction (M1)	0,560	0,561	0,089	6,261	0,000
Good Governance (X1) -> Service Quality (Y1)	0,349	0,347	0,139	2,504	0,012
Job Satisfaction (M1) -> Service Quality (Y1)	0,323	0,329	0,131	2,467	0,014
Motivation (X2) -> Job Satisfaction (M1)	0,378	0,378	0,091	4,157	0,000
Motivation (X2) -> Service Quality (Y1)	0,289	0,287	0,138	2,101	0,036

Hypothesis testing was carried out using t-statistics and looking at p-value. If the t-statistics value  $\geq$  the t-table value (1.96) or the p-value  $< 0.05$ , then  $H_0$  is rejected and the research hypothesis is accepted. Table 5.12 shows that the quality of service has an influence on customer loyalty but is not significant, with a correlation coefficient value of 0.032, a statistical t-value of 0.343 and a p-value of 0.732 or  $> 0.05$ , then Hypothesis 1 ( $H_1$ ) is rejected. This shows that good service quality does not have a significant influence on customer loyalty.

Customer satisfaction has a positive and significant influence on customer loyalty, with a correlation coefficient value of 0.435 and a statistical t-value of 3.402 with a p-value of 0.001 or  $< 0.05$ , then Hypothesis 2 ( $H_2$ ) is accepted. This shows that the better the quality of service, the more loyal customers are. The company's image has a positive and significant influence on customer loyalty, with a correlation coefficient value of 0.361, a statistical t-value of 3048 and a p-value of 0.002 or  $< 0.05$ , then Hypothesis 3 ( $H_3$ ) is accepted. This shows that the better the company's image, the more loyal customers will be.

The quality of service has a positive and significant influence on customer satisfaction, with a correlation coefficient value of 0.805, a statistical t-value of 20,358 and a p-value of 0.000 or  $< 0.05$ , then Hypothesis 4 ( $H_4$ ) is accepted. This shows that the better the quality of service, the more satisfied the customer will be. The quality of service has a positive and significant influence on the company's image, with a correlation coefficient value of 0.710, a statistical t-value of 12,800 and a p-value of 0.000 or  $< 0.05$ , then Hypothesis 5 ( $H_5$ ) is accepted. This shows that the better the quality of service, the better the company's image.

**Table 8. Indirect Influence Test Results**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Good Governance (X1) -> Service Quality (Y1)	0,181	0,184	0,079	2,294	0,022
Motivation (X2) -> Service Quality (Y1)	0,122	0,124	0,059	2,065	0,039

Source : primary data processed, 2025

Based on the data in Table 8, it can be seen that the test results of the coefficient of the path between service quality to customer loyalty mediated by customer satisfaction are 0.257 with a t-statistical coefficient of 3.083  $>$  t-table 1.96 and a significance value of 0.002  $<$  0.05. The test results prove that the sixth hypothesis ( $H_6$ ) which states that customer satisfaction positively and significantly mediates the influence of service quality on customer loyalty is acceptable. The results of the test of the path coefficient between service quality to customer loyalty mediated by the company image were 0.350 with a statistical t-coefficient of 3.232  $>$  t-table of 1.96 and a significance value of 0.001  $<$  0.05. The test results prove that the seventh hypothesis ( $H_7$ ) which states that the company's image positively and significantly mediates the influence of service quality on customer loyalty is acceptable.

## Discussion

### The Influence of Good Governance on Service Quality

The results of the hypothesis test showed that the Good Governance variable (X1) had a positive and significant effect on Service Quality (Y1) with an Original Sample value of 0.349, Sample Mean of 0.347, Standard Deviation of 0.139, t-statistic of 2.504, and p-value of 0.012 ( $< 0.05$ ). The positive coefficient value indicates that the improvement in the quality of the implementation of governance will be followed by the improvement of the quality of public services provided by the organization. This result illustrates the existence of an empirically consistent relationship, where good governance is able to create more optimal, reliable, and appropriate services in accordance with the needs of the community. The data confirms that the Good Governance variable has a real contribution in explaining the variation in service quality, so that the quality of public services is not only determined by technical procedural aspects, but also by the extent to which governance is carried out properly by the relevant agencies.

The analysis of the results of this research is in accordance with Good Governance which emphasizes the main principles, namely participation, rule of law, transparency, responsiveness, consensus, equality, effectiveness and efficiency, accountability, and strategic vision (Supawanhar et al., 2023). These principles are seen as the foundation in realizing an accountable and high-performing organization. Previous research conducted by Hantono and Lubis (2024) also shows that governance that is carried out in a transparent and accountable manner increases public trust while improving public perception of services. The results of this study strengthen this view by showing empirical evidence that good governance is directly correlated with the improvement of the dimension of public services. Thus, Good Governance is not only a normative guideline in organizational management, but also has a real impact on the quality of services provided to the community.

The relationship between Good Governance and Service Quality indicators further clarifies the relationship between the two variables. Transparency in the provision of policy, budget, and service procedure information correlates with assurance because the public gains certainty about the legality and clarity of the service process. Employee participation in program planning and implementation is related to reliability, because active involvement results in consistent services and in accordance with operational standards. Organizational responsiveness is in line with responsiveness, because employees' alertness in following up on requests, complaints, and consultations increases public satisfaction. Equity supports empathy, because fair treatment without discrimination reflects care and concern in providing services. Effectiveness and efficiency are related to tangibles (physical evidence), because the optimization of resource use allows the provision of better facilities, infrastructure, and service facilities. The relationship between these indicators shows that the principles of governance play a systematic role in realizing the quality of public services in accordance with the expectations of the community.

### **The Effect of Motivation on Service Quality**

The results of the hypothesis test showed that the Motivation variable (X2) had a positive and significant effect on Service Quality (Y1) with an Original Sample value of 0.289, Sample Mean of 0.287, Standard Deviation of 0.138, t-statistic of 2.101, and p-value of 0.036 ( $<0.05$ ). The positive coefficient indicates that the higher the level of motivation possessed by employees, the better the quality of services that can be provided. This data provides an idea that work motivation plays an important role as an important driver in improving the consistency, speed, and accuracy of public services. In other words, the internal and external psychological aspects of employees contribute significantly to the quality of service felt by the community.

This analysis is consistent with the theory of work motivation which emphasizes the importance of intrinsic and extrinsic factors in driving employee performance. According to Uka and Prendi (2021), work motivation can be seen through indicators of employee voice being heard, freedom of expression, job security, and respect for employees. When employees feel that their opinions are taken care of, freedom to express ideas is respected, and working conditions are guaranteed to be safe, they will show a higher commitment to carrying out service duties. The recognition and awards received also strengthen the feeling of being appreciated so that employees are encouraged to provide better quality services. The results of this study are in line with this view, because motivation has been proven to have a direct influence on improving the quality of services oriented towards community satisfaction.

The relationship between motivation indicators and Service Quality provides a more comprehensive understanding of the contribution of motivation to public services. The voice of employees heard is related to reliability, because employees who feel that their opinions are valued tend to be more committed to working consistently, on time, and according to applicable procedures. Freedom to express opinions is closely related to responsiveness, because the autonomy given encourages employees to be more proactive, creative, and agile in responding to the needs and complaints of the community. Employee job security has relevance to assurance, because safe working conditions are physically and psychologically increasing employees' confidence in providing reliable and convincing services to the public. Employees who feel valued support the empathy dimension, because appreciation and recognition from the organization foster social sensitivity and concern in treating the community fairly and humanely. The relationship built between work motivation and service quality shows that motivation is not only an internal psychological factor, but also a strategic element that determines the quality of public services as a whole.

### **The Effect of Job Satisfaction on Service Quality**

The results of the hypothesis test showed that the Job Satisfaction (M1) variable had a positive and significant effect on Service Quality (Y1) with an Original Sample value of 0.323, Sample Mean of 0.329, Standard

Deviation of 0.131, t-statistic of 2.467, and p-value of 0.014 ( $<0.05$ ). The positive coefficient value indicates that the higher the employee job satisfaction, the better the quality of public services provided. These results confirm that job satisfaction does not only have an impact on the psychological condition of individuals, but also on work behavior which is reflected in the quality of service received by the community. This data shows that job satisfaction is one of the important determinants in creating quality public services.

These findings are in line with the theory of job satisfaction which explains that the level of employee satisfaction is influenced by aspects of the work itself, supervision, employment relationships, promotion opportunities, and salary or wages (Riyadi, 2023). Employees who feel that their work is in accordance with their skills, gain recognition from their superiors, have good social relationships with colleagues, get opportunities for promotions, and receive decent financial rewards will show a positive attitude towards the organization. This positive attitude will be reflected in increased work motivation, loyalty, and seriousness in providing services to the community. Thus, job satisfaction can be understood as a connecting factor between the internal conditions of the organization and the quality of public services produced.

The relationship between the job satisfaction indicator and Service Quality strengthens the results of this analysis. The work itself is related to reliability, because the suitability of the job with expertise encourages employees to provide consistent and appropriate services. Supervisors are related to assurance, because support and recognition from superiors increases employees' confidence in providing convincing services. Work partners have relevance to empathy, because good social relationships encourage mutual care in serving the community. Promotion supports responsiveness, because career development opportunities strengthen the enthusiasm of employees to be more proactive in responding to the needs of service users. Salary or wages are related to tangibles (physical evidence), because adequate financial rewards allow employees to maintain appearance, work ethic, and professionalism in service. The relationship between these indicators shows that job satisfaction functions as a driving factor that systematically improves the quality of public services.

### **The Influence of Good Governance on Job Satisfaction**

The results of the hypothesis test showed that the Good Governance variable (X1) had a positive and significant effect on Job Satisfaction (M1) with an Original Sample value of 0.560, Sample Mean of 0.561, Standard Deviation of 0.089, t-statistic of 6.261, and p-value of 0.000 ( $<0.05$ ). A relatively high coefficient value indicates that the implementation of good governance makes a substantial contribution to increasing employee job satisfaction. This shows that job satisfaction does not only depend on individual or organizational factors internally, but is also greatly influenced by the quality of governance applied in the work environment. In other words, the better the application of the Good Governance principle, the higher the level of job satisfaction of employees in carrying out their duties.

These findings are consistent with theories that state that the principles of Good Governance, such as participation, rule of law, transparency, responsiveness, consensus, equality, effectiveness and efficiency, accountability, and strategic vision, play an important role in creating a healthy and conducive work climate (Supawanhar et al., 2023). An open, transparent, fair, and accountable work environment can increase employee comfort, belonging, and motivation at work. Previous research has also shown that good governance has an effect on employee satisfaction levels, as organizations that uphold governance principles tend to treat employees fairly, provide equal opportunities, and support their career development needs. Thus, good governance serves as a foundation that strengthens the quality of employee work experience, which ultimately increases job satisfaction.

The connection between Good Governance indicators and job satisfaction further clarifies the relationship between these two variables. Employee participation in the planning process to program implementation contributes to the work itself, because active involvement increases the sense of belonging and suitability of tasks and competencies. The rule of law supports the supervision dimension, because compliance with regulations and SOPs supervised by superiors fosters trust in the organizational system. Transparency and accountability have relevance to the dimension of salary or wages, as openness in budget management reinforces the perception of fairness in compensation. Responsiveness and equality are related to work partners, because fast, precise, and fair service fosters healthy and mutually supportive working relationships. Consensus and strategic vision support the promotion dimension, as an understanding of the direction of the organization provides clearer career development opportunities. Effectiveness and efficiency are in line with work itself, because optimal resource management allows employees to work according to their skills with a proportionate workload. This relationship shows that the application of Good Governance principles directly contributes to increasing job satisfaction through various aspects that employees feel in their daily lives.

### **The Effect of Motivation on Job Satisfaction**

The results of the hypothesis test showed that the Motivation variable (X2) had a positive and significant effect on Job Satisfaction (M1) with an Original Sample value of 0.378, Sample Mean of 0.378, Standard Deviation of 0.091, t-statistic of 4.157, and p-value of 0.000 ( $<0.05$ ). A positive coefficient with a high t-value shows that work motivation plays an important role in increasing employee job satisfaction. These findings confirm that the higher the level of motivation, both intrinsic and extrinsic, the higher the satisfaction that employees feel with their work. Thus, work motivation can be understood as one of the determinants that significantly affects the quality of work experience and the level of individual satisfaction within the organization.

This analysis is consistent with the theory of work motivation which outlines that indicators of employee voice being heard, freedom of expression, job security, and feeling valued (Uka & Prendi, 2021) have a fundamental role in shaping job satisfaction. Employees who feel that their opinions are valued, free to express ideas, and protected from physical and psychological threats, will foster a sense of comfort and security at work. The appreciation given by the organization, both in the form of recognition and awards, also increases the feeling of being appreciated so that employees are more satisfied with their work, superiors, colleagues, and financial rewards received. This finding is in line with Riyadi (2023) who emphasizes that job satisfaction is the result of interaction between individual factors, the work environment, and the rewards given by the organization.

The connection between motivation indicators and job satisfaction indicators further clarifies the relationship between these two variables. Employee voices are heard in support of work itself, because involvement in decision-making makes work feel more meaningful and in accordance with competence. Freedom of expression is related to supervision, because the autonomy given strengthens the role of superiors as facilitators who support employees' ideas. Job security is closely related to work partners, because a safe environment strengthens healthy social relationships between employees and with superiors. The feeling of being valued has implications for promotions and salary, as the recognition received encourages career development opportunities and increases satisfaction with financial compensation. The relationship of these indicators shows that work motivation not only strengthens employees' psychological motivation, but also systematically improves various aspects of job satisfaction which are important foundations in human resource management.

### **The Role of Job Satisfaction Mediation on the Influence of Good Governance on Service Quality**

The results of the study show that job satisfaction plays a significant role as a significant mediating variable between good governance and service quality at the Badung Regency Cultural Office. The original sample value of 0.181 with a T-value of 2.294 and a p-value of 0.022 ( $<0.05$ ) confirms the existence of a real mediation role. These findings show that the application of good governance principles in the Cultural Office, including employee participation, accountability, transparency, responsiveness, and program effectiveness, not only has a direct impact on the quality of public services, but also increases employee job satisfaction, which further strengthens the quality of services provided to the community, both in administrative services and the implementation of cultural programs.

A more detailed analysis revealed that good governance indicators, such as employee involvement in program planning, compliance with SOPs, transparency in budget management, and the effectiveness of the implementation of activities, create a conducive work environment at the Cultural Office. This condition increases employee job satisfaction through supervisor recognition, harmonious relationships between employees, career development opportunities, and fairness in rewards and rewards. The job satisfaction that is built then affects the quality of public services provided, including aspects of responsiveness in responding to community aspirations, reliability in the implementation of administration, and empathy in providing friendly, fair, and respectful services for the community.

These findings are in line with organizational behavior theory which emphasizes that job satisfaction is a major determinant in employee performance. The consistent application of good governance principles in the Cultural Office increases the motivation, sense of belonging, and commitment of employees to their duties, so that public services become more professional and oriented to the needs of the community. This research also strengthens the findings of Hantono & Lubis (2024) who stated that the quality of public services is influenced by both the governance system and the psychological condition of employees. Thus, strengthening job satisfaction through optimal good governance practices at the Badung Regency Cultural Office can be an effective strategy to improve the quality of services and community experience of public services in the cultural sector.

### **The Role of Job Satisfaction Mediation on the Influence of Motivation on Service Quality**

The results of the analysis show that job satisfaction plays a mediator in the relationship between work motivation and service quality at the Badung Regency Cultural Office. The original sample value of 0.122, T-statistics 2.065, and p-value of 0.039 ( $<0.05$ ) confirm that the role of this mediation is significant. These findings show that employee work motivation not only has a direct effect on service quality, but also through increased job satisfaction. In other words, employees who are motivated internally and externally will feel more satisfied with the work they do, and this satisfaction in turn improves the quality of services provided to the community, both in the implementation of administration and cultural programs.

A more detailed analysis shows that motivational indicators such as employee voices being heard, freedom of expression, job security, and employees feeling valued have important contributions to job satisfaction. Employees who feel that their opinions are cared for by their superiors and the organization, have the freedom to express ideas, feel physically and psychologically safe, and get recognition for their performance will experience increased job satisfaction, relationships with supervisors and colleagues, promotion opportunities, and compensation received. This increased job satisfaction then affects the quality of public services, including the dimensions of responsiveness, reliability, assurance, and empathy, so that the services provided become more professional, accurate, fast, and caring for the needs of the community.

This mediation relationship emphasizes that work motivation plays a role not only as an internal psychological factor of employees, but also as a strategic mechanism that strengthens the quality of services within the Cultural Office. Employees who are motivated and satisfied in their work tend to show optimal performance, are committed to service procedures, and are able to provide responsive and friendly services to the community. These findings are in line with the theory of organizational behavior which states that job satisfaction mediates the influence of motivation on individual performance, as well as supporting the findings of Hantono & Lubis (2024) that the quality of public services is determined by a combination of employees' internal motivations and their job satisfaction conditions.

### **CONCLUSION**

1. The implementation of good governance has a positive and significant effect on service quality at the Badung Regency Cultural Office. The better the application of the principles of good governance, the better the quality of public services provided to the community.
2. Work motivation has a positive and significant effect on service quality at the Badung Regency Cultural Office. Employees with high work motivation are able to provide more optimal, responsive, and responsive services in accordance with the needs of the community.
3. Job satisfaction has a positive and significant effect on service quality at the Badung Regency Cultural Office. The job satisfaction felt by employees has an impact on increasing commitment and professionalism in serving the community, so that the quality of service becomes better.
4. The implementation of good governance has a positive and significant effect on job satisfaction at the Badung Regency Cultural Office. The implementation of good governance is able to create a fair, open, and participatory work environment, thereby increasing employee job satisfaction.
5. Work motivation has a positive and significant effect on job satisfaction at the Badung Regency Cultural Office. A high level of work motivation encourages employees to feel more satisfied with the work they do, both because of awards, career development opportunities, and a sense of belonging to the organization.
6. Job satisfaction mediates the influence of the implementation of good governance on service quality at the Badung Regency Cultural Office. The implementation of good governance not only has a direct effect on service quality, but also increases employee job satisfaction which in turn strengthens the improvement of service quality.
7. Job satisfaction mediates the influence of work motivation on service quality at the Badung Regency Cultural Office. Employee work motivation will be more optimal in improving service quality if it is followed by high job satisfaction, so that employees are able to provide services in a more professional and oriented manner to community satisfaction.

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**IMPLEMENTATION OF GOOD GOVERNANCE AND MOTIVATION IN IMPROVING SERVICE QUALITY: THE ROLE OF JOB SATISFACTION AS A MEDIATING VARIABLE (Study at the Badung Regency Cultural Office)**

I Gede Krisnayasa et al

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