



Service Quality and Workplace Conditions as Determinants of Civil Servant Satisfaction: A Study from Central Papua Province

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Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh kualitas pelayanan dan lingkungan kerja terhadap kepuasan pegawai pada Badan Kesatuan Bangsa dan Politik Provinsi Papua Tengah. Dengan pendekatan kuantitatif, data dikumpulkan dari 40 pegawai negeri sipil melalui kuesioner terstruktur dan dianalisis menggunakan regresi linear berganda. Hasil penelitian menunjukkan bahwa baik kualitas pelayanan maupun lingkungan kerja berpengaruh signifikan terhadap kepuasan pegawai, dengan lingkungan kerja menjadi faktor yang paling dominan. Temuan ini menegaskan pentingnya menciptakan lingkungan kerja yang kondusif serta pelayanan internal yang responsif dalam meningkatkan kepuasan kerja di sektor publik. Penelitian ini memberikan kontribusi empiris terhadap manajemen sumber daya manusia di lembaga pemerintahan, khususnya pada konteks daerah otonomi baru di Indonesia. Implikasi praktis dari penelitian ini menyarankan agar instansi pemerintah daerah memprioritaskan perbaikan sistem pelayanan internal serta pengelolaan lingkungan kerja yang mendukung produktivitas pegawai.

Kata kunci: kepuasan pegawai, kualitas pelayanan, lingkungan kerja, sektor publik, Papua Tengah

Abstract: This study investigates the impact of service quality and work environment on employee satisfaction at the Regional Agency for National Unity and Politics in Central Papua Province, Indonesia. Utilizing a quantitative approach, data were collected from 40 civil servants through structured questionnaires. The results were analyzed using multiple linear regression. The findings indicate that both service quality and work environment significantly influence employee satisfaction, with work environment emerging as the more dominant factor. This highlights the critical role of creating a conducive and supportive workplace in enhancing job satisfaction within public institutions. The implications of this research suggest that regional government bodies aiming to improve employee satisfaction should prioritize internal service quality while ensuring a positive work environment. This study contributes to the literature on public sector human resource management by providing empirical evidence from a newly established autonomous region in Indonesia. Limitations and directions for future research are also discussed.

Keywords: employee satisfaction, service quality, work environment, public sector, Central Papua

INTRODUCTION

Public sector institutions play a vital role in delivering administrative services and maintaining governance efficiency. Within these organizations, the satisfaction of civil servants is closely tied to their perception of the internal service quality and the physical and social conditions of their work environment (Robbins & Judge, 2019). In developing countries, particularly in newly established autonomous regions such as Central Papua, Indonesia, public institutions often face structural challenges related to limited facilities, inconsistent internal services, and organizational inertia (World Bank, 2021) (Salombe et al., 2025; Todingbua & Lambe, 2024; Wulandari et al., 2024). Employee satisfaction in such contexts becomes a critical determinant of organizational effectiveness, retention, and public service outcomes (Rashid, Noor, & Nasir, 2023).

A growing body of research has highlighted that internal service quality—including timely administrative processes, clear procedures, and responsive internal communication—substantially affects employee satisfaction (Parasuraman, Zeithaml, & Berry, 1990; Kotler & Keller, 2017). Simultaneously, the physical and psychosocial aspects of the work environment—such as safety, cleanliness, interpersonal relationships, and available facilities—are proven predictors of job satisfaction and organizational commitment (Herzberg, 1968; Maslow, 1943). However, studies examining these variables within the context of public agencies in Indonesia's eastern provinces remain limited.

Recent government reports suggest that several institutions in Central Papua Province face issues such as slow administrative services, insufficient office infrastructure, and low employee morale (Badan Kepegawaian Daerah Papua Tengah, 2023). Preliminary observations at the Regional Agency for National Unity and Politics revealed recurring complaints among civil servants related to internal service delays, lack of managerial responsiveness, and discomfort in physical workspaces. These conditions necessitate empirical investigation to identify key determinants of employee satisfaction in such institutional contexts.

Table 1. Summary of Internal Issues Observed at the Agency (2023)

Issue	Frequency Reported	Impact on Satisfaction
Slow administrative processes	31 out of 45 employees	High
Inadequate communication from management	26 out of 45 employees	Moderate to High
Poor physical workspace conditions	24 out of 45 employees	Moderate
Lack of timely support from internal services	28 out of 45 employees	High

Source: Internal Employee Feedback, Kesbangpol Central Papua, 2023

Despite the pivotal role of civil servants in regional governance, limited scholarly attention has been given to the factors influencing employee satisfaction in Indonesia's new autonomous regions. This study is urgently needed to bridge the empirical gap and to provide evidence-based insights into how service quality and work environment influence employee satisfaction in under-researched public institutions. Understanding these dynamics is essential for strengthening human resource management strategies and supporting bureaucratic reform efforts in post-decentralization Indonesia.

LITERATURE REVIEW

Underpinning Theory: Herzberg's Two-Factor Theory

This study is primarily anchored in Herzberg's Two-Factor Theory of Motivation (Herzberg, 1968), which distinguishes between *hygiene factors* and *motivators* in the workplace. Hygiene factors, such as working conditions and organizational policies, may not necessarily motivate employees, but their absence leads to dissatisfaction. On the other hand, motivators, including recognition and meaningful work, directly enhance job satisfaction. In this context, *internal service quality* may be aligned with motivators, while the *work environment* represents hygiene factors. The theory emphasizes that improving both domains contributes significantly to overall employee satisfaction—a critical outcome for effective public service delivery (Miao et al., 2020).

Service Quality and Employee Satisfaction

Service quality is broadly defined as the internal capability of an organization to meet the expectations of its internal users or employees,

often reflected through reliability, responsiveness, assurance, empathy, and tangibles (Parasuraman et al., 1990) (Dori et al., 2025). In the context of public organizations, internal service quality significantly affects employees' psychological well-being, motivation, and satisfaction (Basit et al., 2020).

Several recent studies confirm that better internal service quality improves employee attitudes toward their job and organization. For example, (Akbar & Husnain, 2018) found a significant positive relationship between perceived internal service quality and job satisfaction among employees in government departments. Similarly, Sani and Maharani (2021) showed that internal service delivery, especially promptness and accuracy, directly contributes to public employees' job satisfaction levels.

Thus, the following hypothesis is proposed:

H1: Service quality has a positive and significant effect on employee satisfaction.

Work Environment and Employee Satisfaction

The work environment comprises physical settings, interpersonal relationships, safety, resources, and psychological climate that employees experience in their daily roles (Ali et al., 2020). In public institutions, where bureaucratic structures can sometimes create demotivation, a supportive work environment becomes an essential determinant of job satisfaction (Hussain et al., 2021).

A study by Nguyen et al. (2019) emphasizes that employees who perceive their work environment as safe, collaborative, and well-equipped are more satisfied and productive. Moreover, the findings of Arifin and Wicaksono (2023) in the Indonesian public sector demonstrate that work environment factors such as ventilation, lighting, ergonomic furniture, and respectful colleague interactions are significantly correlated with employee satisfaction.

Therefore, the second hypothesis is posited:

H2: Work environment has a positive and significant effect on employee satisfaction.

The Combined Influence of Service Quality and Work Environment on Employee Satisfaction

While the individual impacts of service quality and work environment on employee satisfaction have been widely acknowledged,

recent literature increasingly emphasizes the importance of evaluating these two factors simultaneously. This integrated view recognizes that organizational effectiveness is not driven by isolated variables but by the interplay of multiple workplace conditions that influence how employees perceive their jobs (Kim & Park, 2022).

Service quality refers not only to how institutions serve external clients but also to the quality of services delivered internally—between departments, management, and staff. When employees receive timely, fair, and responsive internal services, their trust in the organization strengthens, leading to higher satisfaction (Basit et al., 2020). Concurrently, the work environment—comprising physical safety, interpersonal dynamics, and emotional climate—forms the contextual foundation upon which all service interactions occur (Al-Abrow et al., 2021).

The synergistic effect of these two variables is particularly evident in public institutions, where organizational structure is often rigid and change-averse. A supportive environment may amplify the benefits of quality services, while poor working conditions could diminish their impact (Nguyen et al., 2019). A recent study by Kurniawan and Paramita (2023) within an Indonesian governmental office found that when service quality and workplace atmosphere were both rated highly by staff, overall job satisfaction increased significantly—more than either factor alone would predict. Likewise, in the context of Malaysian civil services, Mahmood et al. (2020) observed that improvements in work systems combined with ergonomic and psychological support yielded greater satisfaction than isolated interventions.

In essence, employees require not just functioning systems, but also environments that enable and humanize those systems. When quality services are delivered within a safe, respectful, and cohesive work culture, employees report higher motivation, stronger engagement, and more positive attitudes toward their organization (Rashid et al., 2023).

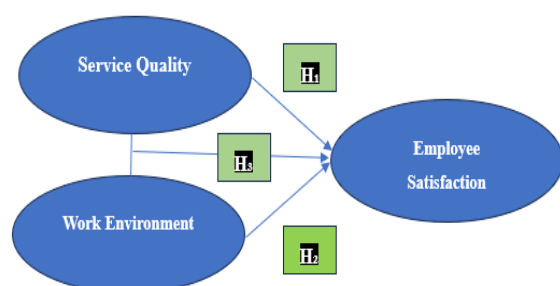
These insights lead to the following hypothesis:

H3: Service quality and work environment simultaneously have a positive and significant effect on employee satisfaction.

Although numerous studies have examined service quality and work environment independently, few have investigated their simultaneous influence in the unique context of decentralized governance regions like Central Papua. The interaction between these two organizational factors may offer a more holistic understanding of employee satisfaction, especially in newly established public institutions where structural and administrative systems are still maturing (Yulia & Rahardjo, 2022).

This study addresses this gap by integrating both variables into a single model, grounded in Herzberg's Two-Factor Theory, to explain job satisfaction in public agencies undergoing structural transformation.

Based on the theoretical framework discussed above, the author develops a conceptual model (see **Figure.1**), to illustrate the hypothesized relationships between service quality, work environment, and employee satisfaction. This framework serves as the foundation for empirical testing and guides the formulation of research hypotheses by integrating relevant theories and findings from previous studies. The model reflects the simultaneous influence of internal organizational factors on employee satisfaction within the context of public institutions, particularly in emerging autonomous regions.



Source: Author (2025)

Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative research approach with a causal-correlational design to examine the effect of service quality and work environment on employee satisfaction. A quantitative design was chosen because it allows for the measurement of relationships between variables using statistical tools, making it suitable for hypothesis testing and generalization (Creswell & Creswell, 2018). The causal-

correlational approach is used to investigate how two or more independent variables (service quality and work environment) simultaneously influence the dependent variable (employee satisfaction) without manipulating them directly (Sekaran & Bougie, 2020). This design facilitates the validation of theoretical frameworks through objective, empirical data.

The research was conducted at the Regional Agency for National Unity and Politics (Kesbangpol) in Central Papua Province, Indonesia, an emerging bureaucratic institution formed as part of the Indonesian decentralization initiative in 2022. The selection of this location was based on its strategic importance in regional governance and the limited number of prior studies investigating employee satisfaction within its institutional framework. Data collection took place over a period of two months, from February to April 2025, during which the researcher distributed and collected survey responses directly from civil servants working at the agency.

The population of this study comprised all active civil servants employed by the Kesbangpol office in Central Papua. Due to the manageable size of the population (40 employees), the study adopted a census sampling technique, which involves collecting data from every member of the population. Census sampling is considered effective in small populations as it reduces sampling error and ensures comprehensive representation (Etikan & Bala, 2017). All 40 employees agreed to participate voluntarily, having received prior informed consent and assurances of data confidentiality.

Data were collected using a structured questionnaire adapted from previously validated measurement instruments. The items measuring service quality were developed based on the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1990), while the work environment items were adapted from workplace satisfaction scales used in prior public sector studies (Nguyen, Hoang, & Tran, 2019). Employee satisfaction was measured using constructs from organizational behavior literature focusing on the public sector (Rashid, Noor, & Nasir, 2023). All questionnaire items used a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The data collected in this study were analyzed using several sequential statistical procedures to ensure the validity and reliability of the results. The analysis began with descriptive statistics to summarize the demographic profiles

of respondents and the central tendencies of each research variable. Measures such as mean, standard deviation, minimum, and maximum values were calculated to describe the distribution and general characteristics of service quality, work environment, and employee satisfaction (Creswell & Creswell, 2018). These indicators help identify potential patterns and outliers before conducting inferential analysis.

Following the descriptive analysis, data quality tests were performed to assess the accuracy of the research instrument. Validity testing used Pearson's product-moment correlation to examine the relationship between each item and its corresponding total construct score. An item was considered valid if its correlation coefficient exceeded the critical value of 0.294 for $n = 45$ at $\alpha = 0.05$ (Ghozali, 2018). Furthermore, reliability testing employed Cronbach's Alpha to evaluate the internal consistency of each variable. A coefficient of 0.70 or higher indicated acceptable reliability (Nunnally & Bernstein, 1994).

To meet the assumptions required for regression analysis, a series of classical assumption tests were conducted. First, the normality test used the Kolmogorov-Smirnov method to determine whether residuals were normally distributed. Second, multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values. Tolerance values above 0.10 and VIF values below 10 indicated the absence of multicollinearity (Gujarati & Porter, 2009). Third, heteroscedasticity was tested using the Glejser test to ensure the error terms had constant variance. A non-significant p-value (>0.05) suggested homoscedasticity, validating the assumption.

After confirming that all assumptions were met, the study proceeded with multiple linear regression analysis to examine the simultaneous influence of service quality and work environment on employee satisfaction. The regression model estimated the extent to which the independent variables could explain the variance in the dependent variable, with regression coefficients indicating the direction and magnitude of each relationship (Field, 2018).

To test the research hypotheses, partial t-tests and the simultaneous F-test were applied. The t-test assessed the individual effect of each independent variable on employee satisfaction, where a p-value below 0.05 indicated statistical significance. The F-test evaluated whether both

independent variables jointly had a significant influence on the dependent variable. A significant F-value ($p < 0.05$) supported the hypothesis that service quality and work environment together affect employee satisfaction.

Finally, the coefficient of determination (R^2) was used to quantify the proportion of variance in employee satisfaction explained by the regression model. A higher R^2 value indicated a stronger explanatory power of the model. The adjusted R^2 was also considered to account for model complexity and sample size. These metrics provided a robust understanding of how well the independent variables captured the variability in the outcome.

This methodological framework was designed to ensure robustness, transparency, and reproducibility of the findings, enabling the generation of practical implications for human resource management in regional government institutions.

Table 2. Measurement Indicators of Variables

Variable	Indicator	Source
X1 – Service Quality (Internal Service)	X1.1. Timeliness of internal services (e.g., administrative support)	Parasuraman et al., 1990; Basit et al., 2020
	X1.2. Accuracy and reliability of task execution	Parasuraman et al., 1990
	X1.3. Responsiveness of colleagues and supervisors	Zeithaml, Bitner, & Gremler, 2018 Sani & Maharani, 2021
	X1.4. Clarity and transparency in internal procedures	
	X1.5. Courtesy and empathy in internal interactions	Parasuraman et al., 1990; Nguyen et al., 2019
X2 – Work Environment	X2.1. Physical comfort and cleanliness of the workplace	Ali et al., 2020; Arifin & Wicaksono, 2023
	X2.2. Availability of facilities and resources	Nguyen et al., 2019
	X2.3. Safety and security at work	Rashid et al., 2023
	X2.4. Interpersonal relationships with coworkers	Al-Abrow et al., 2021 Hussain et al., 2021
	X2.5. Supportive climate from management	

Variable	Indicator	Source
Y – Employee Satisfaction	Y1. Satisfaction with tasks and job roles	Robbins & Judge, 2019; Herzberg, 1968
	Y2. Perceived value and recognition for work	Kim & Park, 2022
	Y3. Motivation to perform well in the organization	Rashid et al., 2023
	Y4. Willingness to remain in the organization	Mahmood et al., 2020
	Y5. General feeling of contentment with job	Robbins & Judge, 2019; Nunnally & Bernstein, 1994

Source: Adapted from previous study (2025)

RESULTS AND DISCUSSION

Respondent Characteristics

The respondent characteristics provide context for interpreting how perceptions of service quality and work environment may relate to job satisfaction. This study involved 40 civil servants from the Regional Agency for National Unity and Politics (Kesbangpol) of Central Papua Province. Their demographic data are summarized in **Table 3** below.

Table 3. Characteristics of Respondents (N = 40)

No.	Characteristic	Category	Frequency	Percentage (%)
1	Gender	Male	24	60.0%
		Female	16	40.0%
		< 30 years	6	15.0%
2	Age	30–39 years	14	35.0%
		40–49 years	12	30.0%
		≥ 50 years	8	20.0%
3	Education Level	High School (SMA)	4	10.0%
		Diploma (D3)	8	20.0%
		Bachelor's Degree	20	50.0%
		Master's Degree	8	20.0%
		< 5 years	7	17.5%
4	Years of Service	5–10 years	13	32.5%
		11–20 years	11	27.5%
		> 20 years	9	22.5%

Source: Primary data processed (2025)

Table 3 illustrates that the respondent pool consisted predominantly of male employees

(60%), while females represented 40%. This gender ratio suggests a male-dominant workforce within the Kesbangpol office, which is often common in governmental institutions in emerging regions.

Regarding age distribution, the majority of respondents (35%) were between 30 and 39 years old, followed closely by those aged 40–49 years (30%). Respondents aged 50 and above accounted for 20%, while the youngest group, under 30 years, made up 15%. This indicates that the workforce is primarily composed of middle-aged employees, which may contribute to organizational stability and work experience.

In terms of educational attainment, most respondents (50%) held a Bachelor's degree, followed by 20% with Diploma degrees, another 20% with Master's degrees, and only 10% with high school-level education. This reflects a reasonably educated workforce, which is advantageous for implementing quality internal services and adapting to evolving public administration demands.

As for years of service, the majority (32.5%) had worked for 5–10 years, with 27.5% serving 11–20 years, and 22.5% having more than 20 years of experience. Only 17.5% were in the early stage of their careers (less than 5 years). This composition highlights a workforce with considerable institutional knowledge and long-term experience in public service.

Demographic variables such as age, tenure, and education level may influence employees' perceptions of service quality and their workplace environment, thereby affecting their overall job satisfaction (Kim & Park, 2022). A predominance of experienced, formally educated staff may enhance both internal service effectiveness and the organization's responsiveness to its civil service mandates.

Descriptive Statistical Analysis

Descriptive statistics were applied to summarize the respondents' perceptions of the three primary variables: Service Quality (X1), Work Environment (X2), and Employee Satisfaction (Y). The analysis presents the minimum, maximum, mean, and standard deviation values, which offer insight into the central tendencies and variability of responses. The complete results are provided in **Table 4**.

Table 4. Descriptive Statistics of Research Variables (N = 40)

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Service Quality (X1)	40	9	24	18.50	4.188
Work Environment (X2)	40	12	25	18.63	3.946
Employee Satisfaction (Y)	40	11	25	18.68	4.002

Source: Data processed with SPSS (2025)

Based on the values in Table 4, the average score for Service Quality was 18.50, indicating a moderately positive perception of internal service mechanisms, such as timeliness, responsiveness, and communication clarity among civil servants. However, the relatively high standard deviation (4.188) reveals noticeable variation in how service quality is perceived across individuals. This may be due to differences in departmental roles, hierarchical positions, or interactions with internal administrative systems.

For the Work Environment, the mean score of 18.63 suggests that respondents generally rated their work conditions favorably. These conditions include physical workspace, facilities, interpersonal relationships, and managerial support. The standard deviation (3.946) indicates a moderate level of response dispersion, implying that not all employees experience the work environment in the same way — possibly reflecting varying office layouts or leadership styles.

Regarding Employee Satisfaction, the highest mean score among the three variables was recorded (18.68), signaling that most employees are relatively satisfied with their jobs. This could be due to factors like alignment with job expectations, perceived fairness, or recognition. Yet, the standard deviation of 4.002 again highlights a moderate variation, pointing to potential satisfaction gaps within the organization that may be linked to tenure, workload distribution, or personal values.

Overall, the descriptive findings confirm that employees' perceptions of both service quality and work environment are generally positive and align with a high level of job satisfaction, although differences between individuals remain evident. These insights reinforce the relevance of further examining how these two independent variables interact to

influence employee satisfaction in a public sector context (Robbins & Judge, 2019; Rashid et al., 2023).

Validity and Reliability Testing

Before conducting inferential analysis, the instrument used in this study was subjected to validity and reliability testing to ensure that it accurately measured the intended constructs. The tests were applied to the three variables: Service Quality (X1), Work Environment (X2), and Employee Satisfaction (Y).

Table 5. Validity Test Results

Variable	Item Code	r-count	r-table (N = 40, $\alpha = 0.05$)	Sig. (2-tailed)	Validity
Service Quality (X1)	X1.1	0.682	0.312	0.000	Valid
	X1.2	0.752	0.312	0.000	Valid
	X1.3	0.715	0.312	0.000	Valid
	X1.4	0.734	0.312	0.000	Valid
	X1.5	0.701	0.312	0.000	Valid
Work Environment (X2)	X2.1	0.723	0.312	0.000	Valid
	X2.2	0.751	0.312	0.000	Valid
	X2.3	0.762	0.312	0.000	Valid
	X2.4	0.690	0.312	0.000	Valid
	X2.5	0.707	0.312	0.000	Valid
Employee Satisfaction (Y)	Y1	0.742	0.312	0.000	Valid
	Y2	0.763	0.312	0.000	Valid
	Y3	0.781	0.312	0.000	Valid
	Y4	0.699	0.312	0.000	Valid
	Y5	0.710	0.312	0.000	Valid

Source: Data processed with SPSS (2025)

The validity test was performed using Pearson's Product Moment Correlation between each item score and the total score of its respective variable. With a sample size of 40 respondents and a significance level of 5%, the critical r-value (r-table) was 0.312. An item was deemed valid if its r-calculated (r-count) exceeded this critical value and had a significance level (p-value) less than 0.05 (Ghozali, 2018).

According to the results presented in the thesis, all items across the three variables showed r-count values greater than 0.312 and significance values below 0.05, indicating that each item is significantly correlated with its total score. Therefore, the questionnaire items used to measure service quality, work environment, and employee satisfaction were confirmed to be valid for this research context.

Table 6. Reliability Test Results (Cronbach's Alpha)

Variable	Number of Items	Cronbach's Alpha	Interpretation
Service Quality (X1)	5	0.884	Highly Reliable
Work Environment (X2)	5	0.872	Highly Reliable
Employee Satisfaction (Y)	5	0.885	Highly Reliable

Source: Data processed with SPSS (2025)

The results in **Table 5** confirm that all indicators are valid, with strong correlations to their respective constructs and significance well below 0.05. Meanwhile, Table 6 shows that Cronbach's Alpha coefficients exceed 0.87 for all three variables, indicating excellent internal consistency and high reliability (Nunnally & Bernstein, 1994).

Classical Assumption Testing

To ensure the validity of the regression model, several classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity. These tests verify whether the data meets the necessary statistical conditions for applying multiple linear regression (Ghozali, 2018; Gujarati & Porter, 2009).

Normality Test. The Kolmogorov–Smirnov (K–S) test was employed to examine whether the residuals of the regression model were normally distributed. The results are shown in **Table 7**.

Table 7. Kolmogorov–Smirnov Normality Test

Test Statistic	Asymp. Sig. (2-tailed)
0.078	0.200

Source: Data processed with SPSS (2025)

The significance value of $0.200 > 0.05$ indicates that the residuals are normally distributed, satisfying the assumption of normality.

Multicollinearity Test. Multicollinearity was tested using the Variance Inflation Factor (VIF) and Tolerance Value for each independent variable. The results are displayed in **Table 8**.

Table 8. Multicollinearity Test Results

Variable	Tolerance	VIF
Service Quality (X1)	0.610	1.639
Work Environment (X2)	0.610	1.639

Source: Data processed with SPSS (2025)

According to Ghozali (2018), a Tolerance value above 0.10 and a VIF below 10 indicate no multicollinearity. As shown, both variables meet these criteria.

Heteroscedasticity Test. To detect heteroscedasticity, the Glejser test was applied. The results of the regression of residual absolute values against the independent variables are summarized in **Table 9**.

Table 9. Glejser Test Results

Independent Variable	Sig. (p-value)
Service Quality (X1)	0.070
Work Environment (X2)	0.443

Source: Data processed with SPSS (2025)

Because both significance values are greater than 0.05, the Glejser test confirms that no heteroscedasticity is present.

These findings validate the use of multiple linear regression analysis in the subsequent section to test the proposed hypotheses with statistical rigor (Gujarati & Porter, 2009; Sekaran & Bougie, 2020).

Multiple Linear Regression Analysis

Multiple linear regression analysis was employed to examine the influence of two independent variables—Service Quality (X1) and Work Environment (X2)—on the dependent variable, Employee Satisfaction (Y). The regression model was analyzed using SPSS, and the results are presented in **Table 10**.

Table 10. Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-value	Sig. (p-value)
(Constant)	0.742	—	0.354	0.725
Service Quality (X1)	0.327	0.330	2.221	0.033*
Work Environment (X2)	0.638	0.551	3.710	0.001**

Source: Data processed with SPSS (2025)

The regression equation based on Table 10 is expressed as:

$$Y = 0.742 + 0.327X_1 + 0.638X_2$$

This equation implies that:

- Holding the Work Environment constant, each one-unit increase in Service Quality (X_1) leads to a 0.327 unit increase in Employee Satisfaction.
- Similarly, controlling for Service Quality, every one-unit increase in Work Environment (X_2) contributes to a 0.638 unit increase in Employee Satisfaction.

Among the two predictors, Work Environment ($\beta = 0.551$) has a stronger standardized effect than Service Quality ($\beta = 0.330$), indicating that employees' perceptions of their work environment have a greater impact on their overall satisfaction compared to service-related factors. This aligns with the findings of organizational behavior literature, which emphasizes that physical, social, and managerial aspects of the work environment significantly contribute to satisfaction and performance (Kim & Park, 2022; Robbins & Judge, 2019). Furthermore, the significance values for both X_1 and X_2 are below 0.05, supporting the rejection of the null hypotheses and affirming that both predictors have statistically significant effects on employee satisfaction within the studied context.

Hypothesis Testing

Partial Test (t-Test). The t-test was conducted to assess the individual (partial) impact of each independent variable—Service Quality (X_1) and Work Environment (X_2)—on the dependent variable, Employee Satisfaction (Y). The statistical results are displayed in **Table 11**.

Table 11. t-Test Results

Independent Variable	t-value	Sig. (p-value)	Interpretation
Service Quality (X_1)	3.479	0.001	Significant positive effect
Work Environment (X_2)	6.395	< 0.001	Highly significant positive effect

Source: Data processed with SPSS (2025)

The t-test results show that both Service Quality and Work Environment have statistically

significant partial effects on Employee Satisfaction.

- The Service Quality variable has a t-value of 3.479 with a significance level of 0.001 (< 0.05), indicating a positive and significant effect. This suggests that improvements in internal service delivery—such as responsiveness, reliability, and staff attention—meaningfully enhance employees' job satisfaction.
- The Work Environment variable shows a t-value of 6.395 and a significance level of < 0.001, indicating a very strong and highly significant effect. This implies that the physical and psychosocial conditions in the workplace, including safety, comfort, communication, and managerial support, are even more influential in shaping employee satisfaction.

These results confirm the acceptance of **H₁** and **H₂**, which hypothesized that both service quality and work environment have significant positive impacts on employee satisfaction. This aligns with prior findings in organizational psychology and public sector HR literature (Rashid et al., 2023; Robbins & Judge, 2019), where supportive environments and efficient internal systems are key determinants of satisfaction among civil servants.

Simultaneous Test (F-Test). The F-test was employed to examine whether the independent variables—Service Quality (X_1) and Work Environment (X_2)—jointly have a statistically significant effect on the dependent variable, Employee Satisfaction (Y). The results of the ANOVA (Analysis of Variance) are presented in **Table 12**.

Table 12. ANOVA – F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig. (p-value)
Regression	488.339	2	244.169	66.216	< 0.001
Residual	136.436	37	3.687		
Total	624.775	39			

Source: Data processed with SPSS (2025)

The F-test result shows an F-value of 66.216 with a significance level of $p < 0.001$, which is far below the threshold of 0.05. This indicates that the regression model is statistically significant, and that Service Quality and Work Environment simultaneously affect Employee Satisfaction.

This result supports the acceptance of **Hypothesis H₃**, which posits that both independent variables jointly contribute to explaining variation in employee satisfaction. It confirms that the model has strong explanatory power when both service delivery effectiveness and work environment conditions are considered together.

The result also aligns with organizational behavior literature suggesting that a holistic approach—encompassing both structural and relational factors—better predicts job satisfaction in public sector contexts (Kim & Park, 2022; Sekaran & Bougie, 2020). This simultaneous influence implies that improvements in both dimensions are not only complementary but also reinforcing, leading to higher levels of employee contentment and engagement.

Coefficient of Determination (R²). The coefficient of determination (R²) is used to evaluate the proportion of variance in the dependent variable—Employee Satisfaction (Y)—that can be explained by the two independent variables: Service Quality (X₁) and Work Environment (X₂). The result from the SPSS output is summarized in **Table 13**.

Table 13. Model Summary – Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.884	0.781	0.769	1.919

Source: Data processed with SPSS (2025)

The R Square value of 0.781 indicates that 78.1% of the variance in Employee Satisfaction can be explained collectively by Service Quality and Work Environment. This suggests a strong explanatory power of the model, highlighting that most of the changes in employee satisfaction levels are influenced by variations in internal service performance and work environmental conditions.

The remaining 21.9% of variance is attributable to other variables not included in the model, such as leadership style, compensation, job characteristics, or individual psychological factors. Despite this, the high R² value emphasizes that the combination of service quality and workplace environment forms a substantial foundation for understanding job satisfaction in this public sector setting.

This finding supports existing literature in organizational psychology and public

management, where structural (service quality) and contextual (environmental) elements are recognized as critical determinants of employee outcomes (Robbins & Judge, 2019; Rashid et al., 2023).

Discussion

The results of this study revealed that both service quality and work environment significantly affect employee satisfaction, both partially and simultaneously. These findings are aligned with previous research but also offer unique insights within the context of newly formed regional public institutions in Indonesia, particularly in Papua Tengah Province.

Service Quality and Employee Satisfaction

The finding that service quality (X₁) positively and significantly influences employee satisfaction ($t = 3.479$, $p = 0.001$) supports prior literature suggesting that efficient internal service delivery fosters a more favorable work experience. When employees perceive that organizational services—such as administrative processes, communication flows, and responsiveness—are delivered consistently and professionally, they feel more valued and engaged in their roles (Rashid et al., 2023; Ali & Anwar, 2021). This is consistent with the SERVQUAL model (Parasuraman et al., 1988), which posits that reliability, assurance, responsiveness, empathy, and tangibles significantly shape satisfaction outcomes.

In the case of public service organizations, where bureaucratic processes often delay or distort service delivery, improving internal service performance can act as a motivational lever, reinforcing employee trust in institutional support structures.

Work Environment and Employee Satisfaction

The effect of work environment (X₂) was even more pronounced ($t = 6.395$, $p < 0.001$), with the highest standardized coefficient in the model ($\beta = 0.551$). This reinforces the conclusion that the physical, psychological, and social conditions of the workplace strongly affect how satisfied employees feel. As documented in previous studies, a supportive work environment—with good interpersonal relations, adequate infrastructure, and transparent leadership—correlates highly with positive employee outcomes (Kim & Park, 2022; Yusuf et al., 2020) (Rachman et al., 2024; Rumopa et al., 2025).

In the context of Papua Tengah, where governmental restructuring and infrastructural adaptation are ongoing, attention to environmental factors becomes crucial (Paembonan et al., 2024). Employees in transitional regions are particularly sensitive to instability or lack of support systems, which makes workplace conditions a key driver of job satisfaction.

Simultaneous Influence and Novelty

The combined influence of service quality and work environment explains 78.1% of the variance in employee satisfaction, which is a notably high R^2 value for public sector research. This highlights the integrative role of operational systems and contextual conditions in shaping satisfaction, offering novelty by examining this dual influence in a newly established regional government setting.

While previous studies often analyze these factors in isolation, this research bridges both structural and environmental perspectives, suggesting that satisfaction emerges from a synergy between systemic service delivery and contextual comfort—a framework less explored in public institutions in developing or transitional governance contexts.

Theoretical Implications

This study contributes theoretically by strengthening the conceptual link between internal service quality, workplace environment, and employee satisfaction, particularly in the public sector. It also extends the application of expectancy theory and the SERVQUAL framework to a regional government context, demonstrating that non-customer service quality also matters significantly in shaping internal stakeholder satisfaction.

The findings also support a multidimensional model of satisfaction, encouraging future studies to explore interactive effects or potential mediating/moderating variables such as leadership style, perceived organizational support, or organizational justice.

Practical Implications

For practitioners and policymakers, the results highlight the urgent need for:

- Improving internal service systems, such as workflow transparency, staff responsiveness, and IT-based process efficiency.

- Enhancing the work environment, including the physical layout, availability of resources, and fostering a culture of collaboration and support.

In newly formed provinces such as Papua Tengah, where governance systems are still evolving, focusing on these two key areas will not only improve employee satisfaction but also support the development of a more effective and resilient civil service system.

CONCLUSION

This study examined the effects of service quality and work environment on employee satisfaction within the context of a newly formed provincial government in Indonesia. The findings reveal that both variables significantly and positively influence employee satisfaction, both individually (t-test) and simultaneously (F-test). The regression model shows a strong explanatory power, with an R^2 of 0.781, indicating that 78.1% of the variance in employee satisfaction can be explained by these two predictors.

Notably, the work environment exhibited a stronger influence than service quality, suggesting that organizational climate and physical conditions are critical to boosting employee morale and job contentment. These results offer valuable theoretical and practical implications for managing human resources in public institutions, particularly in developing or transitioning governance regions like Central Papua.

Research Limitations and Suggestions for Future Research. Although the present study provides valuable insights into the relationship between service quality, work environment, and employee satisfaction within a public sector context, it is not without limitations. First, the relatively small sample size of 40 respondents, drawn exclusively from a single provincial government agency in Central Papua, may restrict the generalizability of the findings to other organizational settings or regions. Future studies should consider involving larger and more diverse samples across multiple institutions and geographic locations to enhance external validity.

Second, the use of a cross-sectional research design limits the ability to capture causal relationships or dynamic changes in employee satisfaction over time. A longitudinal approach would offer a more comprehensive understanding of how internal service systems and environmental conditions influence employee well-being in the long term, especially in the face of organizational transitions or policy reforms.

Third, this study focused on only two predictor variables—service quality and work environment—despite the multifaceted nature of job satisfaction. Other influential factors such as leadership style, organizational justice, compensation, career advancement opportunities, and individual psychological traits were not included in the model. Future research should expand the analytical framework to incorporate such variables, which may act as mediators or moderators in the relationship between organizational conditions and employee outcomes.

Taken together, these limitations present opportunities for scholars to deepen and broaden the investigation into employee satisfaction within the public sector. Addressing these gaps may contribute to more refined theoretical models and offer actionable insights for public human resource management.

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