

CITIZEN SATISFACTION WITH LOCAL GOVERNANCE SERVICE: The Influence of Manager Role on Public Service Improvement in Local Government

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ABSTRACT

Theoretically, the role of managers can be classified into two groups, that is the roles of internal and external. Internal roles were associated with relationship managers and employees, which led to job satisfaction in his/her job, and external roles were associated with relationship managers with citizens who may create citizen satisfaction. This study uses a quantitative approach with a stratified random sampling technique and the data were analyzed with correlational statistics. The results of this study show that the proposed constructs of manager role by Mintzberg's theory and constructs known citizen satisfaction with disconfirmation satisfaction of "Ryzin & Greg, Expectancy Disconfirmation Model of Citizen Satisfaction with Local Government", showed a significant positive correlation.

Key Words: *Local government, job satisfaction, citizen satisfaction.*

ABSTRAK

Secara teoritik peranan manajer dapat dikelompokkan ke dalam dua kelompok, yaitu peranan internal dan peranan eksternal. Peranan internal terkait dengan hubungan manejer dengan pegawai, yang melahirkan kepuasan kerja (*job satisfaction*) dalam pekerjaannya, dan peranan eksternal terkait dengan hubungan manejer dengan warga negara yang dapat melahirkan kepuasan warga (*citizen satisfaction*). Tujuan artikel ini menyajikan hasil penelitian tentang pengaruh peranan eksternal manajer pemerintah lokal terhadap kepuasan warga di Kota Padang. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik *proportional stratified random sampling* dan dianalisis dengan menggunakan statistik korelasional. Hasilnya menunjukkan bahwa konstruk peranan manajer yang dikemukakan *Mintzberg's Theory* dan konstruk kepuasan warga yang dikenal dengan kepuasan diskonfirmasi dari *Ryzin & Greg, Expectancy Disconfirmation Model of Citizen Satisfaction with Local Government*, menunjukkan korelasi positif secara signifikan.

Kata Kunci: *pemerintahah lokal, kepuasan kerja, kepuasan warga.*

A. Introduction

Local government in Indonesia is experiencing disorientation of public services, in addition to local government management instability. This condition coupled with the

limited resources according to the needs of the decentralization policy. Everything requires hard work and the role of local government heads that are more creative and innovative.

At least there are two factors for the disorientation evidence, that is: (1) local communities poverty is negatively correlated with the increase in expenditure of rich areas¹ and (2) the lack of budget available for public service of local government itself and still dominated for the benefit of routine, that is 20-35% versus 80-65%².

Afadlal study³ found that the very poor quality of municipal government is as a result of disorientation function, principles, and policies of the local government and the bureaucracy without a public mission. Bureaucracy service is still far from meeting the needs of a minimum standard of human dignity. In the case of public service is a right of the people that must be met by the state⁴. In tackling the above conditions, it is required to make reorientation of the function and role

of managers so that public services in local government can be provided with satisfactory.

Based on the above conditions, then this article formulate the problem statement of how the influence of external role played by local government managers toward satisfaction of citizens in local government? Does the increase of the variety of manager roles can also increase the citizens satisfaction in public services of local government? How much contribution of the manager roles to the citizens satisfaction that receive the services from the local government in the city of Padang?

B. Literature Review

Manager Roles and Citizens Satisfaction

Citizens Satisfaction

The expert of public services management have attempted to formulate a definition of satisfaction by giving the meaning that satisfaction is a comprehensive assessment of customer or citizen related product or service. A thorough assessment of the public service has been used as the key dependent variable on the focus of research in local government service delivery. Thus the most of the review conclusions of Ryzin⁵ on the study of [DeHoog, Lowery and Lyons \(1990\)](#) and [Lyons, Lowery and DeHoog](#)

¹ Lewis, B, D. 2005. "Indonesia local government spending, taxing and saving: an explanation of pre-and post-decentralization fiscal outcomes", *Asian Economic Jurnal*, 2005, Vol 19, No. 3.; Dasman Lanin. 2005. "Pemilihan Kepala Daerah: Sebuah Model Demokrasi Langsung". *International Seminar and Workshop Paper: Collaboration between Indiana University USA and Political Science Department*, Faculty of Social Science UNP Padang, Padang: Fasilitator Team.

² Lewis, B, D. 2005. *Op cit*.

³ Afadlal. 2003. *Dinamika Birokrasi Lokal Era Otonomi Daerah*. Jakarta: Lembaga Ilmu Pengetahuan dan Penelitian Indonesia (LIPI).

⁴ Kurniawan, J, L & Puspitosari, H,. 2007. *Wajah Buram Pelayanan Publik*. Jakarta: Malang Corruption Watch dan YAPPIKA.

⁵ Ryzin, G, G, V,. 2005. "Testing The Expectancy Disconfirmation Model of Citizen Satisfaction with Local Government". *Journal of Public Administrasion Research and Theory*, Volume 16.

(1992) as well as its own Ryzin⁶. While Vigoda & Gadot⁷ operationally define the research that satisfaction is related to the variable information that details of the views of citizen with a variety of public services at the national, local and community. According to Arita (2005), if the expectations of citizens is higher than the reality they experienced then the citizen dissatisfied; if expectations are lower than the fact then people feel satisfaction.

The Model of Disconfirmation Satisfaction

Development theory sharpen the gap between citizen expectations with reality is a theory that disconfirmation model, such as the theory that has been used by La Tour and Peat⁸ and Oliver⁹. Specialized in local government public services, Ryzin & Gregg¹⁰, have found and tested the

efficacy of this model for the second time (before 2004) to find a model for the public sector he describes as the Expectancy disconfirmation model of Citizen Satisfaction with Local Government. They use the terms *disconfirmation*, not *confirmation*.

Previous theories see that satisfaction is the conformity (confirmation) between the expected accomplishment and real accomplishments. If the real achievement is greater than the expected achievement, then it will lead to satisfaction. But if expectations that significantly lower compared to that expected by the citizens it will cause dissatisfaction. The distance was developed by assimilation-contrast theory¹¹ with a given range that may be tolerated. If the distance is small then it is not disputed by the people, since the people shall be satisfied according to the theory of assimilation. But if the distance is greater then it may be a measure of satisfaction; it means that residents will be satisfied if the real achievement is greater and citizens become dissatisfied if their expectations were greater than the real achievement.

Disconfirmation paradigm formulated by Patterson¹² assume that; The first, Ekspectancy (E) contained in a person comes from the knowledge of the products, experience with the product, marketing communications

⁶ Ryzin, G, G, V., 2005. *Op cit*.

⁷ Vigoda-Gadot, E., 2006. "Citizens' Perceptions of Politics and Ethics in Public Administration: A Five-Year National Study of Their Relationship to Satisfaction with Services, Trust in Governance, and Voice Orientations". *Journal of Public Administration Research and Theory*, Volume 17, Oxford University Press.

⁸ La Tour, S, A., & Peat, N, C., 1977. "Conceptual and Methodological Issues in Consumer Satisfaction Research". *Advances in Consumer Research*. Volume 4.

⁹ Oliver, R, L., 1980. "A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions". *Journal of Marketing Research*. Vol. XVII.

¹⁰ Ryzin, G, G, V., 2005. *Op cit*.

¹¹ La Tour, S, A., & Peat, N, C., 1977. *Op cit*.

¹² Patterson, P, G., 1993. "Expectations and Product Performance as Determinants of Satisfaction for a High-Involvement Purchase". *Psychology and Marketing*. Volume 10 No. 5.

(or dissemination to the public sector) and the assessment of mouth among customers or citizens. Secondly, in terms of Performance (P) that perceived by customers or citizens. Thirdly, prevailing the ratio between E with P, that by Ryzin, & Gregg¹³ describes as the process of subtractive disconfirmation.

The results of the comparison process, according to Patterson will bear three things; (1) if $P < E$, then prevailing negative disconfirmation that cause dissatisfaction, (2) if $P > E$, then it prevailing positive disconfirmation that raises very satisfactory or delight, and (3) if $P = E$, then prevailing confirmation that sometimes lead to satisfaction and sometimes dissatisfaction. This third state by Erevelles & Leavitte¹⁴ gave the name to the simple confirmation that leads to a neutral state that does not lead to satisfaction nor dissatisfaction. While Santos & Boote¹⁵ considers that this third condition (if $P = E$) as a zone of indifference (ZOI) is an area that not able to distinguish whether the cause of satisfaction or dissatisfaction.

Correlation Between Manager Roles and Satisfaction

¹³ Ryzin, G, G, V., 2005. *Op cit*.

¹⁴ Erevelles, S., & Leavitte, Clark., 1992. "A Comparison of Current Models of Consumer Satisfaction/Dissatisfaction". *Journal of Consumer Satisfaction and Complaining Behavior*. 5: 104-1014.

¹⁵ Santos, J, & Boote, J., 2003. "A Theoretical Exploration and Model of Consumer Expectations, Post-Purchase Affective Stages and Affective Behaviour". *Journal of Consumer Behaviour*, Volume 3 N. 2.

Manager Roles

There are ten role manager according to Mintzberg¹⁶ in a single organization, whether it is a business organization, social or public, namely (1) interpersonal roles, (2) information roles, and (3) decisional roles. That is inserted into the interpersonal is (1) figurehead, (2) liaison, (3) the leader, being inserted into the information roles are (4) spokesperson, (5) monitors, (6) disseminator, and entered into decisional roles are (7) entrepreneur, (8) negotiator, (9) the resource allocator, (10) the disturbance handler.

Then if it is viewed from the perspective of the role which it can happen that there that referred to as (1) the role of external and (2) the role of an organization. The group of outside roles included the role of (1) figurehead, (2) liaison, (3) spokesperson (4) entrepreneur and (5) the negotiator; while inside role included (1) leader, (2) disseminator, (3) disturbance handler, (4) resources allocator. There is a role that is on both sides of the roles (inside and outside) of the organization that is the role of monitor¹⁷.

Firstly, figurehead, this role includes the role of outside nature. This role is very large portion carried by upper level managers. This role is related to a number of social tasks, inspirational, legal and ceremonial. **Secondly**, external liaison nature, that

¹⁶ Mintzberg H. 1980. *Power in and around organization*, New Jersey USA: Prentice-Hall, Inc.

¹⁷ *Ibid*.

developed a network of mutually beneficial contacts, create appointments and established contacts, arranging various activities. **Thirdly**, that is the role of the leader, that gave rise to the milieu that will streamline the subordinate work, motivate, and concerned with the activities of subordinate, responsible for giving employment and wages, train and promote persons that cultivated. For the record Mintzberg says that "*the societal shift toward greater democracy original will cause managers to spend more time in the leader role*".

Fourthly, spokesperson, that belong to the role of information provider. This role is a task beyond, that transmits information from inside to outside the organization, acting in the capacity of public relations that inform the main influence in the organization, inform the public about the performance of the organization, send information through contact with an intermediary, serving a variety of outsiders (outsiders) as experts relevant to the organization. **The Fifth**, monitor, this role is rather special because it is outside and inside the organization that seek and receive information from the outside and inside, good information is that latest, but many do not or have not been documented, designing their own information systems on an informal basis, to develop its own system in order to streamline the manufacturing strategy. **The Sixth**, disseminator, this role includes tasks in the organization that transmits information from the outside to the interests of the organization and pass it to the subordinate, control excess

information only for his personal rights that are factual, associated with the values of the organization influencers.

Seventh, entrepreneur, this role includes the role of decision maker and are outside activities. The role is responsible to take the initiative and to design a controlled form of changes in the organization, continuously looking for opportunities and new things to improve related activities manager. Eighth, negotiator, which is beyond the task, which is negotiating with others, individually or with other organizations, and participate resolve disputes. Ninth, the resource allocator which is a task in which supervise the allocation of all resources of the organization, scheduling time implicitly, designing forms the main working system and programmed the work of subordinates (what, who, and what structure is used), utilizing control through authority. Finally, tenth, disturbance handler, which is in; real mess is because insensitivity to the problems that occur as a result of innovation and unanticipated consequences, if the innovation is done intensively then consolidated during the era of change must be sought.

Based on various studies, both conducted by Mintzberg an expert or another, Mintzberg¹⁸ formulated eight types of work (job) managers in relation to the major role that may apply to them. Name the form of labeled and natural discovery, based on the characteristics encountered in empirical, not enforced existing

¹⁸ *Ibid*

conceptual. **The first**, called by the contact man, in addition to play other roles, he has a major role as liaison and as a figurehead or by other experts call it the 'emissaries'. The shape of these managers spend more time outside the organization to develop its reputation. **Secondly**, the political manager, this type also spent much time outside the organization, but for a different purpose with Contact Manager. He embraces the complex manager position, he must reconcile (reconcile) the action force enormous political power. The main role played by this type is a spokesman and negotiator.

Thirdly, entrepreneurs that take advantage of the time as possible in seeking opportunities and implement changes in the organization. The main role it plays is an entrepreneur and negotiator. Innovation is the key to survival or tips. A large organization may tolerate changes are extensive in a short time, after it must be entered into a phase of consolidation, if not the manager of this type become manager Insider. **Fourthly**, is the manager of the insider type, with regard to the maintenance of the internal operations of the organization that runs smoothly. Its main role is the resource allocator and slightly stronger leader. This type of manager is required when an organization is completed through the crisis so that the necessary arrangements and build after the era of the destruction of the organization.

The Fifth, is the real-time managers are managers who work continuous from day to day without

stopping. Even its main role is disturbance handler. **The Sixth**, is the team manager. This type manager inward with special attention to certain things. Manager team built where organizational tasks require complex coordination among experts who have high proficiency. The role of the team manager is a leader. **The Seventh**, is the expert manager. In certain situations managers must perform in the role as an expert in the middle of the roles of other managers. As the head of a group of specialized staff must serve a specialized information center in an organization. He advised other managers and consult on specific problems. Its main role is the monitor and spokesman. **The Eighth**, is the type of the new manager is a person who has a new position. Contacts and information he needed to start work. He is its focus on the role of liaison and monitor that always build contacts and initial data.

So, above all the role manager in practice is contingency. Depending on the context (setting) and its application in the environment variable. Now, in the general context of the application under study is the local government that has the character of the function and role in three dimensions; decentralization, deconcentration and medebewin, as discussed above, the specific context is to be in executive function and role of decentralization in the city that has the basic services program. The role of manager of Mintzberg's seen its influence on the satisfaction of the local community as one of the main settings.

The Role of Manager and Citizens Satisfaction

The role of managers in the implementation is contingency. In the context of the management of public sector services at least depends on two aspects, namely, The first, depending on the character of subordinates (including lower employee as an operator or manager) and in the context of public sector services, the lower line managers are in-office or front-office, and the character of the

task that becomes an obligation. While the second aspect, depending on the character of those that served or external stakeholder character organization. Indeed, taking into account the various types of managers born from the perspective of the role. Conceptually, it will split in two types according arena role it played (outside or inside). If related to customer service, the role it rationally be clustered as in the cross table (synthesis) below.

Table 1. Relevance of Manager Role and Service

Service	Internal Customers/ Staff Satisfaction	External Customers/ Citizen Satisfaction
1. Interpersonal	1. <i>Leader</i>	1. <i>Figurehead</i> 2. <i>Liaison</i>
2. Provision of Information	2. <i>Monitor</i> 3. <i>Disseminator</i>	3. <i>Monitor</i> 4. <i>Spokesman</i>
3. Decision Making	4. <i>Resource Allocator</i> 5. <i>Disturbance Handler</i>	5. <i>Entrepreneur</i> 6. <i>Negotiator</i>

So, conceptually outside or external role is assumed to be related meetings with customers, customers or citizens, who need the service, the terms or conditions of service of the public sector if the manager has to have the orientation of the external accountability or have a public oriented. In turn, citizens feel socially affected by the manager persona, figurehead role will be felt by residents. Likewise, it is assumed that if the manager to develop a network of contacts, create, and compose a variety of activities with the residents in order to optimize the role of

liaison. Moreover, if the role was followed by an intensive monitoring of the implementation of these services, as well as playing the role of transmitting information to the public (spokesperson), and look for opportunities and new things from people who served (the role of the entrepreneur), then negotiate with the outside (individuals & organizations) and participating citizens resolve conflicts in association with the service (negotiator).

According to Kearns Moore 1996 and 1995 in Page (2004) study of the manager that successfully

perform policy or innovation management shows that they take care of expectations and respond to the demands of their stakeholders through pernyataan public about the objectives (aims) and actively seeks support the efforts of citizens. Through the conclusion of the various stakeholders in the planning and implementation of innovation, then the entrepreneurial managers can help the foreman (overseers) they understand and pursue their efforts and build a constituency for the agenda of the organization and the overall population (citizens).

Kelly¹⁹ strongly believes that "accountability for performance can not be Achieved through internal measures of service quality, but only through external assessment of customer satisfaction with the service". It is supported by Pollitt 1993 in Kelly²⁰ that states that:

The new paradigm asserts the public enterprise can be improved through the use of market-like approaches to public-sector activities, decentralization of management, focus on constantly improving service quality, and a bottom line of customer satisfaction.

Two experts associated namely Shin Thompson and that concerned

¹⁹Kelly, C & Dubnick, M, J., 2005. "Taking tough Choices Seriously: Public Administration and Individual Moral Agency". *Journal of Public Administrasion Research and Theory*, Volume 16, Oxford University Press.

²⁰ *Ibid*

with the accountability relationship between the manager and the satisfaction of these citizens, in Kelly²¹, argued that the success of performance improvement services, logically, must be tested by the user satisfaction. Thompson said:

The new public managers define economy and efficiency entirely in terms of customer satisfaction. Indeed, they are preoccupied with the problem of identifying customers, assessing their wants, developing products to satisfy those wants, and, where possible, ensuring accountability by having customers fund providers on a fee-for-service basis. This definition of efficiency is, of course, the gospel taught in every management school on earth.

Then Shin poignantly said that:

Citizen evaluations of service quality can reveal service outcomes when administrative outcome measures do not, simply because they capture a subjective assessment of service quality. The real test of their relevance to public accountability lies in their ethical value, not their congruence to an objective outcome measure".

Thus it can be seen that the role of managers concerning the external role can be said to determine and affect citizens' satisfaction with public services that carried out by the local government, be it the role that made

²¹Kelly, C & Dubnick, M, J., 2005. *Op cit*.

the city manager as well as government agencies arriving at mid-level managers, as leaders of the education sector agencies, health, and so forth.

C. Metode Penelitian

This study uses a quantitative approach with a kind of ex post-facto research. This study has the Dependent Variable, ie Satisfaction Citizens for Public Services (Y) that includes; (1) gratification of residents to primary and secondary education sector, (2) the satisfaction of citizens in the health insurance sector (Askes), (3) the satisfaction of citizens in the social security sector welfare. While the Independent Variable is the Role of Local Government Managers (X), the role of outer dimensions (external), that consists of: (1) figurehead, (2) Liaison, (3) monitor, (4) Spokesman, (5) Entrepreneur (6) Negotiator.

The study population was all households in the city of Padang which amounted 201,174 people (Padang in Figures, 2013). Because the population is very varied character, the sampling techniques used in this research is proportional

stratified sampling random, with guided and apply formula Slovin with a standard error of 3%. Thus the sample consisted of 1,105 people. Once the sample is obtained by district, then in each district were randomized (drawn) village and heads of household who are respondents.

Data were collected from a sample and respondents using a questionnaire developed from existing indicators in the specified variable. Data were analyzed by using simple regression with SPSS version 16.

D. Findings and Discussions

Findings

Manager Roles

The role of top-level manager is the mayor and his deputy as well as mid-level managers that agency heads that assessed by the people through a questionnaire by asking indicator outer part consisting of; (1) figurehead, (2) liaison, (3) monitor, (4) spokesman, (5) the entrepreneur and (6) negotiators. Based on the above five indicators, data on the external role of managers can be described as in the following table.

Table 1. External Role of Manager

No.	External Roles	f	Percentage	Notes
1.	High	517	46,79	Mean= 64,25
2.	Low	588	53,21	
Total		1105	100,0	

Based on the above table it can be seen that the role of managers is slightly lower in performing the role of figurehead, liaison, monitor, spokesman, entrepreneur and negotiator. All these roles are directly related to the role of outside service organizations, with different interests of the citizens; or in other words, direct contact and perceived by citizens that receive services from service providers in the local government.

Citizens Satisfaction

The dependent variable (Y) of this article is citizen satisfaction with public services provided by local government, that obtained from the

difference (disconfirmation) between expectancy citizens and residents of the performance assessment on the services provided by municipalities, in the fields of education, health and social welfare, that cumulatively classified into five categories: the level of satisfaction based on the model of disconfirmation satisfaction, namely; (1) very satisfied, (2) satisfied, both are in positive disconfirmation, (3) a neutral that are in confirmation (according to expectations and achievements) and (4) dissatisfied, and (5) very dissatisfied, that last two are in negative disconfirmation. The percentage of each category were obtained distribution is as follows.

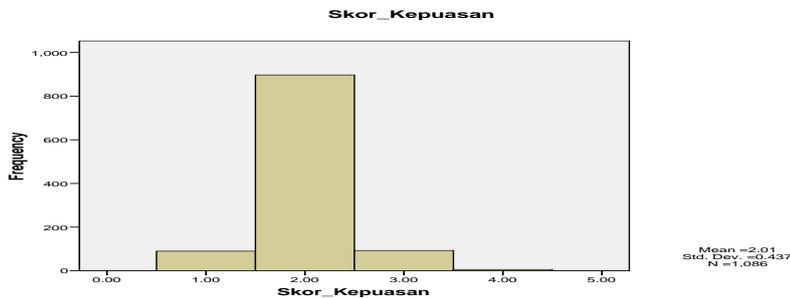
Table 2. Level of Satisfaction Based on Disconfirmation Model

Level of Satisfaction	Frequency	Percent	Valid Percent	Cumulative Percent
Very dissatisfied (-7.6 s.d -15)	109	9,9	9,9	9,9
Dissatisfied (-1 s.d -7.5)	897	81,5	81,5	91,4
Neutral (0)	93	8,1	8,1	99,5
Satisfied (+1 s.d +7.5)	6	0,6	0,5	100,0
Very satisfied (+7,6 s.d +15)	0	0,0	0,0	100,0
Total	1105	100,0	100,0	

Based on the above table, it can be seen that people who feel positive disconfirmation, ie the distance between the achievements or local government performance compared with the hope or expectation of citizens to services received, is only 0.5%. While those who feel a greater expectation than achievement or

performance given by local governments are very large, that is in the amount of 91.4% (81.5% dissatisfied and 9.9% very dissatisfied). Then they who at the neutral level are around 8.1% . If depicted in the graph histogram, it can be seen as follows.

Histogram of Satisfaction Level Based on Disconfirmation Model



Based on Table 2 and histogram above, it can be understood that citizen satisfaction with public services in education, health, and social-welfare at Padang local government is in the category of low or negative disconfirmation. This means that local government performance is much smaller than what is expected by citizens in the local government services.

Influence of Manager Roles on Citizens Satisfaction

Based on the data who processed by simple-regression, with regard to the influence of the manager role on citizen satisfaction, then it is obtained a model that shows the value of R, R Square and Adjusted R Square value as in the following table.

Table 3. Th Score of R, R Square, and Adjusted R Square

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.283 ^a	.080	.079	2.294	1.710

a. Predictors: (Constant), Peranan Menejer

b. Dependent Variable: Kepuasan warga

Based on the above table it is known that the value of R is 28.3%, R Square as much as 8.0% and 7.9% for Adjusted R Square. This means that there is a 7.9% contribution of the independent variable of Manager Role on the dependent variable of Citizens Satisfaction in local government. Adjusted R Square value slightly smaller when compared to the

value of R Square (7.9% versus 8.0%). If the value is tested with F, df 1/1090 then $F_{1, 1090} = 95.060$, and the influence is significant on the significance level of 0.0005% or credible that the variable of manager role have a level of confidence of 99%. Even based on the F-test table below, it can be trusted to 100%.

Table 4. F test for the Effect of Role of Manager on the Citizens Satisfaction

ANOVA ^p						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	500.221	1	500.221	95.060	.000 ^a
	Residual	5735.775	1103	5.262		
	Total	6235.996	1104			

a. Predictors: (Constant), Peranan Menejer

b. Dependent Variable: Kepuasan Warga

As for knowing or measuring the strength of the effect of independent variables of Manager Role on Citizens Satisfaction to the local

government, it can be expressed as the analysis results in the following table.

Tabel 5. The Strength of Influence of Manager Role Variable on the Citizens Satisfaction Per One Standard Deviation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	7.986	.451		17.706	.000
	Peranan Luar Menejer	.068	.007	.283	9.750	.000

a. Dependent Variable: Kepuasan Warga

Based on the above table, then the default Standard Coefficients Beta external role of manager as independent variables is equal to 0.283 with $P < 0.0005$. So external role of the manager as independent variables has led to a significant positive influence on Citizens Satisfaction with Adjusted R Square of 7.9%, with the meaning that each one standard deviation change in the independent variable of External Role of manager as a predictor, then it affects as many as 0.283 (28, 3%) on Citizens Satisfaction as criterion variables.

Based on the analysis explanation above, it can be seen that the independent variables of Manager Roles in this study proved positive and significant effect on the Citizens Satisfaction in local government, with a significance value of 0.0005% or at the 99% level of confidence, with the contribution of Adjusted R Square of 7.9% , with the strength of influence or beta of 0.283 (28.3%) by one standard deviation. Thus, the Manager Role can be the explanatory and predictor for the variable of Citizens Satisfaction with local government services. Or conversely that Citizens Satisfaction

with public services organized by the local government can significantly explained by the independent variable of Manager Role as much as 7.9%. Finally, it is evident that Citizens Satisfaction with public services who organized local government is set at 7.9% by the variable Manager Roles.

Discussion

Based on the findings of this study, it is noted that the role of managers is significantly positive effect on citizen satisfaction with public services are organized local government. The role of managers in this study is defined by indicators; 1) The role of symbolic, 2) the role of intermediaries, 3) The role of monitoring, 4) The role of spokesman, 5) The role of entrepreneurs, and 6) The role of negotiator. All of this indicator as a variable content Role Manager has significantly positive effect on the satisfaction of citizens. Contribution was found to be 7.9%. This is supported by Mintzberg²² "the societal shift toward greater democracy original will cause managers to spend more time in the leader role". This variable is correlated with the satisfaction of the citizens as the result of research conducted by Dasman Lanin²³ who have found a substantial contribution

as much as 7.5%. Dasman Lanin²⁴ concluded that "As for external role construct of manager used Mintzberg's Theory and construct of citizen satisfaction used Expectancy Disconfirmation the Model Citizen Satisfaction Local Government of Ryzin & Gregg, its result showed correlation which was significant".

Although research on this variable has not been done by experts, but in theoretical, Mintzberg²⁵ has been explored earnestly, so that the role that he formulated is widely used by other experts in explaining the managerial issues. Indeed, it is worthy of a variable buffer for the formation of a satisfactory model of public services residents. Thus, the involvement of these variables more based on the courage and curiosity of researchers on this variable, after empirical testing in the previous study.

So it can be said that based on data from the two variables which analyzed by simple regression, the results show that there is a significant relationship between the manager roles variable with variable of citizen satisfaction in public services of local government, with a contribution of 7.9% . Thus the role of manager who constructed by Mintzberg in the form of (1) figurehead, (2) Liaison, (3) monitor, (4) Spokesman, (5) Entrepreneur (6) Negotiator can be used as

²²Mintzberg, H. 1980. *Op cit*.

²³Dasman Lanin. 2010. "Kepuasan Warga terhadap Perkhidmatan Kerajaan Tempatan Padangpanjang". *Disertasi*. Kedah: UUM

²⁴Dasman Lanin. 2008. "Influencing Manger Roles toward Citizen Satisfaction on Padang Panjang Local Government". *Working Paper*. International Seminar Songkla University Thailand.

²⁵ Mintzberg H. 1980. *Op cit*.

predictors of the construct of citizens disconfirmation satisfaction expressed Ryzin & Gregg²⁶.

E. Conclusion

Based on the results of this study, we can conclude that influence of the role played by local government managers on the satisfaction of the citizens in local government proved significant. As a result, an increase in the role of manager will be able to increase the satisfaction of citizens in the public services of local government. Based on these findings, it is recommended for the next researchers to test this variable construct in different place and the political background, and in the different system of local government powers and cultures, so that achieved universality.

Based on the conclusions and discussion that has been stated previously, it is recommended the following:

1. For the next researchers and those who want to test further and develop a public service with this model, it is advisable to consider the different governance context and the context of different cultural values with the locus of this research, so that this model can improve the reliability as a model that has a universal construction value .
2. For practitioners of public service management, this model can be used as guidelines to improve professionalism and minimize internal politics in bureaucratic

organizations, so that people become more satisfied and more trust in city government. Besides, it is also advisable to personnel involved in public service providers to further improve professionalism, and avoid bias in clicks, certain groups and political parties pressure in the bureaucratic work unit.

²⁶ Ryzin, G, G, V., 2005. *Op cit*.

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