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<https://www.journal.unrika.ac.id/index.php/jurnaltriaspolitika>**Transformative Service and Managerial Roles Influence on Publik Satisfaction: A Case Study of Payakumbuh Public Service Mall****Boni Saputra^{1*}**, **Dasman Lanin²**, **Benjamin Gomes da Cruz Fernandes³**^{1,2} *Department of Public Administration, Universitas Negeri Padang, Indonesia*³ *National Directorate of General Secondary Education, Ministry of Education, Timor Leste** Corresponding Author: bonisaputra@fis.unp.ac.id

Abstract: Public satisfaction is a critical indicator of the effectiveness and success of government agencies in delivering public services. This study analyzes the effects of transformative services and managerial roles on community satisfaction at the Payakumbuh Public Service Mall (MPP) in Indonesia. This study contributes to the public administration literature by being among the first to simultaneously examine transformative services and public managerial roles as determinants of public satisfaction within an integrated one-stop service center context in Indonesia. A quantitative associative research design was employed, with data collected from 220 respondents selected through simple random sampling. Structural Equation Modeling (SEM) via AMOS software was used for analysis. The model demonstrated adequate fit ($\chi^2/df = 1.686$; RMSEA = 0.063; GFI = 0.944; CFI = 0.963; TLI = 0.947). The results revealed that transformative services have a significant positive effect on public satisfaction ($\beta = 0.172$, CR = 2.506, $p = 0.012$), and public managerial roles also significantly influence public satisfaction ($\beta = 0.637$, CR = 7.363, $p < 0.001$). Public managerial roles emerged as the dominant predictor of public satisfaction. The findings underscore the importance of strengthening both transformative service delivery and active managerial leadership to enhance public satisfaction in integrated public service settings.

Keywords : *transformative service; public manager roles; public satisfaction; public service malls.*

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1. INTRODUCTION

Public satisfaction is a key indicator in assessing the success of public service delivery by government agencies (Oliver, 2014; Lanin et al., 2021). According to Suwarman (2011), satisfaction is the centre of attention in management and is used as the main measure of organizational performance. Public dissatisfaction with the public services received reflects the mismatch between expectations and service reality (Frinaldi et al., 2022). Kotler & Keller (2012) define satisfaction as a feeling arising from the comparison between expectations and reality received. People feel satisfied if the services they receive exceed their expectations (Barnes & Richard, 2001).

Government agencies are required to provide quality services to create public satisfaction (Lanin et al., 2023). Boediono (2003) states that public services are considered excellent if they can satisfy the community. Public service officers must understand the needs of the people they serve, identify service recipients, and provide services that meet their expectations (Sutrisno, 2010). The Decree of the Minister of Administrative Reform (Kepmenpan) Number 63 of 2003 states that the level of satisfaction of service recipients measures the success of public services. Therefore, according to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, every public service

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agency is required to conduct a periodic Community Satisfaction Index survey at least once a year.

In Indonesia, complaints about public satisfaction with the public service system still arise frequently. Many local government agencies need to show a higher level of satisfaction with the performance of the apparatus in providing public services (Lanin & Hermanto, 2019). Public dissatisfaction is often caused by the apparatus' lack of ability to understand and serve the needs of the community (Dwiyanto, 2002; Saputra et al., 2020). Complaints and dissatisfaction are often experienced by people who interact with the bureaucracy, indicating a gap between expectations and the reality of the services received (Saputra & Suripto, 2016). One example is what happened at the Payakumbuh City Public Service Mall.

The Public Service Mall (MPP) in Payakumbuh City, established based on government regulations as an innovative effort to improve public services, faces several challenges. Although MPP provides various integrated services from various agencies to facilitate public access, there are complaints related to the quality of some services that have not met the community's expectations. These complaints are revealed through surveys that show dissatisfaction with the services of several units at MPP.

Public demands for better services must be taken seriously to achieve optimal satisfaction. Therefore, this study highlights the importance of evaluating public satisfaction with the services provided by the Payakumbuh City Public Service Mall, making it the main focus of the research.

Various factors can affect public satisfaction with the public service delivery system. Recent scholarly attention has increasingly focused on transformative services as a driver of public satisfaction. Research by Weerakkody et al., (2016) shows that transformative services significantly increase the satisfaction of public service recipients. Davis & Ozanne (2019) also emphasize that transformative service practices shape society's hidden expectations, thereby exerting a broad positive impact. Anderson et al., (2013) added that the main goal of transformative services is to improve welfare, both for individuals and society as a whole. More recently, the transformative service paradigm has expanded beyond healthcare and retail contexts into public-sector governance, reflecting a growing recognition that service transformation is essential to citizen-centered governance (Ostrom et al., 2021; Frow et al., 2019). However, despite this growing body of literature, existing studies tend to focus narrowly on single-sector or single-service-type contexts, predominantly in developed country settings, and rarely examine transformative services within integrated multi-agency service platforms such as Public Service Malls. Furthermore, most prior research treats transformative service as an isolated variable, failing to account for the organizational and managerial conditions that enable or constrain its effectiveness.

In addition to transformative services, managers' roles also affect community satisfaction. Research by Lanin & WF, (2022) and Muslim et al., (2024) showed that managers' roles including interpersonal, informational, and decision-making functions significantly influence community satisfaction. The internal and external roles of managers were also shown to affect community satisfaction (Dasman, 2010). Research by Hilfa Relonius & Lanin (2022) revealed that public managers' roles have a significant effect on community satisfaction in the tourism and cultural sector in Kerinci Regency. Nevertheless, a critical review of this literature reveals important limitations. Most studies examine managerial roles in isolation, without exploring how they interact with service transformation processes to jointly shape public satisfaction outcomes (Mintzberg, 2009; Pollitt & Bouckaert, 2017). Additionally, empirical studies on managerial roles in the Indonesian public sector context remain limited, particularly within innovative service delivery models such as the Mall Pelayanan Publik (MPP).

Taken together, a significant gap exists in the literature: no prior study has simultaneously examined the combined influence of transformative services and public

managerial roles on public satisfaction within an integrated one-stop public service center in the Indonesian context. The absence of such research is academically consequential. Without understanding how these two constructs interact and jointly determine public satisfaction, policymakers and public managers lack an evidence-based framework to guide service reform efforts. Theoretically, failing to address this gap perpetuates fragmented models of public satisfaction that inadequately capture the complexity of modern service delivery systems. In practice, it limits the development of targeted strategies to improve citizen satisfaction in integrated service environments, which are increasingly adopted across Indonesia and other developing nations as a model for public service reform.

Based on the description above, the research comes to fill the void in the public satisfaction literature by exploring the factors that influence it. This research is different from previous studies because it comprehensively examines the causal relationship between transformative services, the role of public managers and public satisfaction in the context of public services in Indonesia, especially in the Payakumbuh City Public Service Mall. A deeper understanding of these factors will help design appropriate strategies to increase public satisfaction with the services provided by the government to its people.

2. LITERATURE REVIEW

Public Satisfaction in the Context of Public Services

Public satisfaction constitutes a central construct in public administration and service management literature. Oliver (2014) defines satisfaction as a psychological state resulting from the evaluative comparison between pre-service expectations and the actual service experience received. In the public sector context, satisfaction reflects the degree to which government agencies have successfully fulfilled citizens' needs and expectations (Kotler & Keller, 2012; Lanin & Hermanto, 2019). Public satisfaction is not merely a performance indicator; it serves as a feedback mechanism that legitimizes government authority and validates the effectiveness of public policy implementation (Dwiyanto, 2002; Suwarman, 2011).

The Expectation-Disconfirmation Theory (EDT), originally developed by Oliver (1980), provides the foundational theoretical lens for understanding public satisfaction. According to EDT, satisfaction arises when perceived service performance meets or exceeds prior expectations (positive disconfirmation), while dissatisfaction occurs when performance falls below expectations (negative disconfirmation). In the public service context, citizens form expectations based on prior experiences, institutional reputation, and social norms, making the gap between expectations and actual service delivery a critical determinant of satisfaction outcomes (Barnes & Richard, 2001; Frinaldi et al., 2022). This study adopts EDT as the overarching theoretical framework for examining the influence of transformative services and managerial roles on public satisfaction.

Transformative Service and Its Theoretical Underpinnings

Transformative service represents an emerging paradigm in service research that extends beyond conventional service quality frameworks. Grounded in the Transformative Service Research (TSR) framework introduced by Anderson et al. (2013), transformative service is defined as service that deliberately seeks to create positive change and enhance the well-being of individuals, communities, and broader society. Unlike traditional service quality models that focus narrowly on technical and functional dimensions, TSR emphasizes the long-term, systemic impact of service delivery on human welfare (Davis & Ozanne, 2019).

The theoretical contribution of transformative service to public satisfaction is threefold. First, transformative services reconfigure the service encounter from a transactional exchange

to a relational and empowering interaction, thereby aligning more closely with citizens' deeper needs and latent expectations (Anderson et al., 2013). Second, transformative service practices institutionalize innovation within public organizations, enabling cost-efficient delivery while simultaneously improving service outcomes (Weerakkody et al., 2016). Third, by addressing societal well-being rather than individual transactions alone, transformative services cultivate trust and long-term satisfaction among service recipients (Davis & Ozanne, 2019). In the context of the Payakumbuh City Public Service Mall, transformative service is operationalized as the degree to which integrated services generate meaningful, citizen-centered improvements that go beyond routine administrative processing.

H1: Transformative Service has a significant positive effect on Public Satisfaction.

Public Managerial Roles and Theoretical Foundations

The theoretical basis for public managerial roles in this study draws primarily from Mintzberg's (1988) seminal role theory of management, which categorizes managerial functions into three interconnected role clusters: *interpersonal roles* (figurehead, leader, liaison), *informational roles* (monitor, disseminator, spokesperson), and *decisional roles* (entrepreneur, disturbance handler, resource allocator, negotiator). These roles collectively determine how managers coordinate organizational resources, communicate with stakeholders, and make decisions that shape service delivery quality and outcomes.

In the public sector, these roles take on particular significance due to the accountability demands of democratic governance. Public managers are not only organizational administrators but also institutional representatives who must balance citizen expectations, regulatory requirements, and operational constraints (Pollitt & Bouckaert, 2017). Mintzberg (1988) argues that managers who effectively fulfill these roles contribute positively to organizational performance and stakeholder satisfaction. In the public service context, this translates directly into community satisfaction: effective interpersonal engagement builds citizen trust, effective information management reduces service uncertainty, and sound decision-making ensures that resources are directed toward areas of greatest citizen need (Lanin & WF, 2022; Muslim et al., 2024).

Furthermore, Dasman (2010) extended Mintzberg's framework to the local government context in Indonesia, demonstrating that both internal managerial functions (staff coordination, resource management) and external managerial functions (community engagement, inter-agency liaison) exert significant influence on citizen satisfaction with public services. This dual-role conceptualization is particularly relevant in the MPP setting, where managers must simultaneously coordinate multiple agencies and maintain responsive communication with a diverse public (Lanin et al., 2023).

H2: Public Managerial Roles have a significant positive effect on Public Satisfaction.

Integrative Theoretical Model

This study proposes an integrative theoretical model that synthesizes Expectation-Disconfirmation Theory (EDT), Transformative Service Research (TSR), and Mintzberg's Managerial Role Theory to explain public satisfaction in the context of integrated public service delivery. As illustrated in Figure 1, the model posits that public satisfaction is jointly determined by the quality of transformative service delivery and the effectiveness of public managerial roles. Transformative services shape the experiential and well-being dimensions of the service encounter, while managerial roles provide the organizational and relational infrastructure that enable and sustain service quality. Together, these two constructs offer a comprehensive and complementary explanation of the mechanisms underlying public satisfaction in the Payakumbuh City Public Service Mall.

This integrative approach addresses a critical gap in the literature by moving beyond single-variable explanations of public satisfaction toward a multi-dimensional causal model that reflects the complexity of real-world public service environments. The theoretical model is empirically tested using Structural Equation Modeling (SEM), allowing simultaneous assessment of hypothesized relationships within a unified analytical framework.

3. METHODOLOGY

Research Design

This study employed a quantitative associative design to examine causal relationships between transformative services, public managerial roles, and public satisfaction. A quantitative approach was selected because the research objectives required systematic hypothesis testing using measurable data (Sugiyono, 2016; Ginting & Situmorang, 2008). Structural Equation Modeling (SEM) was chosen as the primary analytical method because it enables the simultaneous examination of multiple causal paths and latent constructs (Hair et al., 2010). The study was conducted at the Payakumbuh City Public Service Mall (MPP), West Sumatra, Indonesia, using a cross-sectional survey design.

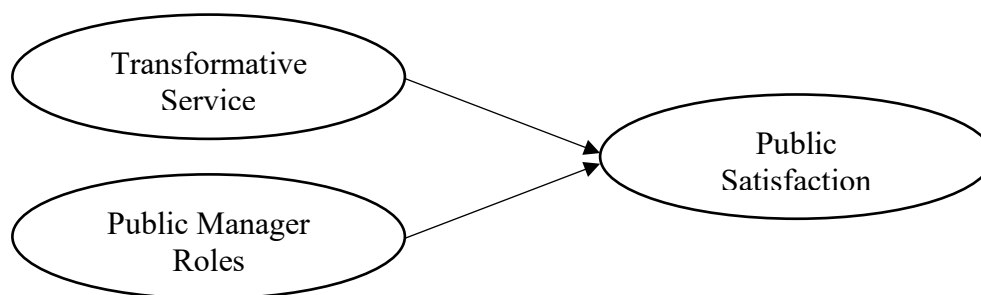


Figure 1. Research Conceptual Framework Model

Source: compiled by the authors, 2025

Population, Sample, and Sampling Technique

The target population of this study comprised all service recipients at the Payakumbuh City Public Service Mall. This population is classified as infinite because the number of individuals accessing MPP services is indeterminate and continuously changing across service periods, making it impossible to enumerate a precise population frame (Sugiyono, 2016). Given this infinite population characteristic, the sample size was determined using the Lemeshow et al. (1997) formula for unknown populations, as follows:

$$n = \frac{Z^2 \times p \times (1 - p)}{d^2}$$

Where:

- n = required sample size
- Z = Z-score at 95% confidence level = 1.96
- p = estimated proportion of the population with the attribute of interest = 0.5 (maximum variability, most conservative estimate)
- d = margin of error = 0.05 (5%)

Calculation:

$$n = \frac{(1.96)^2 \times 0.5 \times 0.5}{(0.05)^2} = \frac{3.8416 \times 0.25}{0.0025} = \frac{0.9604}{0.0025} = 384.16$$

To meet the minimum requirements of SEM analysis which recommends a sample size of between 100 and 400 observations, with a minimum of five respondents per observed indicator (Hair et al., 2010) and to account for potential non-response and incomplete questionnaires, the final sample size was set at 220 respondents, which satisfies the SEM minimum threshold given the number of indicators in this study.

Sampling was conducted using simple random sampling, in which every service recipient present at MPP Payakumbuh City during the data collection period had an equal and independent probability of being selected. The procedure was operationalized as follows: (1) respondents were approached systematically at the MPP waiting area and service counters on randomly selected days across the data collection period; (2) eligible respondents were those who had completed at least one service transaction at MPP on the day of the survey; (3) written informed consent was obtained before questionnaire administration; and (4) completed questionnaires were reviewed on-site for completeness before acceptance.

Research Instruments and Measurement

Data were collected via a structured questionnaire using a five-point Likert scale (1 = *Strongly Disagree* to 5 = *Strongly Agree*). Items were developed based on established theoretical indicators for each construct, as detailed in Table 1. A pilot test with 30 respondents confirmed instrument reliability and validity.

Table 1. Construct Operationalization

Construct	Theoretical Basis	Key Indicators	Items
Transformative Service	Anderson et al. (2013); Weerakkody et al. (2016)	Well-being; accessibility; citizen empowerment; societal impact; service innovation	10
Public Managerial Roles	Mintzberg (1988); Dasman (2010)	Interpersonal (figurehead, leader, liaison); Informational (monitor, disseminator); Decisional (resource allocator, negotiator)	12
Public Satisfaction	Oliver (2014); Kotler & Keller (2012)	Reliability; responsiveness; empathy; tangibles; assurance; expectation fulfillment	10

Source: Compiled by the authors, 2025

Table 2. Pilot Test Results (n = 30)

Construct	Cronbach's α	AVE	CR	Min. Loading
Transformative Service	0.874	0.512	0.891	0.623
Public Managerial Roles	0.901	0.538	0.912	0.641
Public Satisfaction	0.886	0.524	0.897	0.618

Note: $\alpha > 0.70$ (Nunnally, 1978); $AVE > 0.50$ (Fornell & Larcker, 1981); $CR = Composite Reliability$; CFA loadings > 0.60 (Hair et al., 2010). Source: Pilot Test Data, 2025

Data Collection Procedure

Data were collected over six weeks by three trained enumerators (postgraduate students, Universitas Negeri Padang) using in-person questionnaire administration during regular MPP service hours (08.00–16.00 WIB). Respondents were approached in the waiting area immediately after completing a service transaction. Of 250 questionnaires distributed, 220 were usable (response rate: 88%). Exclusions comprised incomplete responses ($n = 18$) and non-engagement patterns ($n = 12$). Secondary data were sourced from government regulations, MPP institutional reports, and the Community Satisfaction Index (IKM) documents.

Data Analysis Technique

Analysis proceeded in three stages. First, descriptive statistics. Second, assumption tests were performed before SEM. Third, SEM-AMOS was used following Anderson & Gerbing's (1988) two-step approach: Confirmatory Factor Analysis (CFA) for measurement model validation, followed by structural model estimation. Hypothesis Acceptance Criteria: A hypothesis is supported when the Critical Ratio (CR) value exceeds ± 1.967 (equivalent to a t -value at $\alpha = 0.05$, two-tailed) and the associated probability value is less than 0.05 ($p < 0.05$). Standardized path coefficients (β) are reported to facilitate effect size interpretation and cross-study comparison.

4. RESULTS

The Public Service Mall (MPP) represents an integrated service delivery center that consolidates various public services, including goods, services, and administrative procedures. This facility serves as an extension of integrated service functions from both central and regional governments, as well as state-owned enterprises, regional-owned enterprises, and private sector entities. The primary objective is to deliver expeditious, accessible, affordable, secure, and convenient services while enhancing Indonesia's global competitiveness through improved ease of doing business. As a unified public service hub, MPP operates under the direct coordination of the One-Stop Investment and Integrated Services Agency (DPMPTSP), ensuring streamlined service delivery through a single location.

The Public Service Mall (MPP) was born as an innovation in public services, and the Payakumbuh City Government implemented this innovation as a form of resolving complaints received by the public when receiving public services, especially in Payakumbuh City. MPP Payakumbuh City was present after the birth of PAN & RB Ministerial Decree number 635 of 2018 concerning changes to PAN & RB Ministerial Decree number 11 of 2018 concerning the determination of the location of MPP implementation in 2018, which, in the ministerial decree the City of Payakumbuh was determined as an area that must establish MPP. Until now, 52 types of services have been provided in one place, consisting of 23 agencies, both vertical and horizontal. Some examples of services provided include population administration, various types of business licenses, services from BPJS Health and BPJS Employment, PDAM services, vehicle-related permits, driver's license extensions, payment of regional levies, marriage services, Hajj, land, and various other services.

Characteristics of The Representatives

The preliminary analytical phase encompasses descriptive statistical analysis of respondent demographics and characteristics. This initial examination aims to establish a comprehensive profile of the study participants (Saputra et al., 2024). The demographic

analysis categorizes respondents according to key variables, including gender distribution, age stratification, educational attainment, and specific service units utilized. The presentation of this data aims to provide a more comprehensive context and a deeper understanding of the demographic background of the respondents, thus enabling better interpretation of the research results. By understanding the demographic profile of respondents, researchers can relate research findings to specific characteristics, which in turn can provide valuable insights for the development of more effective public service policies and strategies.

A descriptive analysis of the characteristics of these respondents can be detailed as follows: For the gender category, it was found that the distribution of male respondents was 95 people or 43.18%. In comparison, female respondents comprised 125 people or 52.82% of the total research sample.

Meanwhile, in terms of age, it was found that the age distribution of respondents under 20 years was 5 people (2.27%), respondents who had an age range of 21-30 years were 28 (12.73%), respondents who had an age range of 31-40 years were 80 years (36.36%), respondents who had an age range of 41-50 years were 36 (16.36%), while respondents who had an age range above 50 years were 71 (32.28%) at the Payakumbuh City Public Service Mall.

The distribution of the last education of the research respondents is as follows: respondents with previous education in elementary school, junior high school equivalent as many as 49 people or 22.27%, respondents with the last education of high school equivalent as many as 83 people or 37.73%, respondents with final education DI, DII, DIII as many as 39 people or 17.73%, and respondents with the last education S1 and S2 as many as 49 people or 22.27%.

Meanwhile, the distribution of types/units of services received by research respondents is as follows; respondents who received services at Immigration were 15 people or 6.82%, respondents who received BPJS Employment services were 3 people or 1.36%, respondents who received BPJS Health services were 12 people or 5.45%, respondents who received PLN services were 13 people or 5.91%, respondents who received SAMSAT services were 11 people or 5.00%, respondents who received DUKCAPIL services were 25 people or 11.36%, respondents who received BPOM services were 8 people or 3.64%, respondents who received BAZNAS services were 10 people or 4.55%, respondents who received DINSOS services were 21 people or 9.55%, respondents who received services at the Regional Tax UPTD were 18 people or 8.18%, respondents who received services at DPMPTSP were 22 people or 10%, respondents who received services at PUPR were 7 people or 3.18%, respondents who received services at BPN were 2 people or 0.91%, respondents who received PDAM services were 12 people or 5.45%, respondents who received the KPP Pratama Payakumbuh service were 5 people or 2.27%, respondents who received the Satlantas service were 14 people or 6.36%, respondents who received the Payakumbuh City MPP service were 12 people or 5.45%, and respondents who received services at DPMPTSP PBG were 7 people or 3.18%.

Structural Model Analysis

The next step of data analysis involved the use of Structural Equation Modeling (SEM) to test the structural model that had been developed. The data used has passed validity and reliability testing to ensure accuracy and consistency. SEM will be used to analyze the significance of causal relationships between variables, as well as to evaluate the overall fit of the model. In the full model analysis process, only valid indicators will be displayed in the path diagram, while invalid indicators will automatically be eliminated and not included in the analysis. This path diagram is presented to provide a visual representation of the relationship between variables and to facilitate the interpretation of the analysis results.

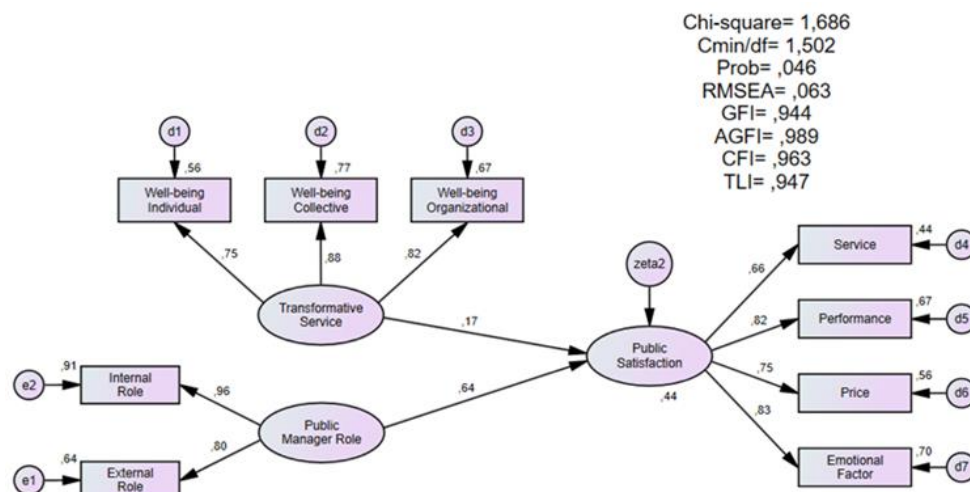


Figure 2. Structural Model After Modification
 Source: Data Analysis, 2025

Analysis of the structural model demonstrated adequate model fit indices following iterative refinement through Modification Indices. The model underwent comprehensive evaluation to assess its empirical validity and structural integrity using multiple goodness-of-fit criteria (Jr, Black, Babin, & Anderson, 2010). This evaluation process was essential to determine the congruence between the theoretical model and empirical data. Table 3 presents the post-modification goodness-of-fit (GOF) indices, illustrating the model's alignment with the underlying data structure.

Table 3. Model Fit Indices

The Goodness of Fit Index	Cut-off Value	Analysis Results	Model
X ² /df	Minimum/<3.00	1.686	Fit
Significant Probability	≥0.05	0.046	Fit
RMSEA	≤0.08	0.063	Fit
GFI	≥0.90	0.944	Fit
AGFI	≥0.90	0.989	Fit
CMIN/DF	≤2.00	1.502	Fit
TLI	≥0.90	0.947	Fit
CFI	≥0.90	0.963	Fit

Source: Data Analysis, 2025

The goodness-of-fit (GOF) analysis revealed that all fit indices, including Chi-Square statistic, Probability Index, Root Mean Square Error of Approximation (RMSEA), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Chi-square/Degrees of Freedom ratio (CMIN/DF), and Tucker-Lewis Index (TLI), satisfied the predetermined threshold criteria. This alignment is evidenced by the comparative analysis between established cut-off values and obtained analytical results, as detailed in the corresponding columns. Based on these results, this research model is declared adequate and well-accepted, so it does not require further modifications to the GOF model. Researchers have thoroughly evaluated this model to ensure that the results truly reflect the actual conditions of the research object. Thus, this study can provide an accurate picture of the causal relationship between the variables studied.

Hypothesis Test Results

Hypothesis testing was conducted using t-statistics at a 0.05 significance level. The Critical Ratio (c.r) values, obtained through AMOS software analysis and presented in the Regression Weights output of the fitted model, served as the t-value indicators. The research hypotheses were supported, and null hypotheses rejected, when the Critical Ratio exceeded 1.967 or the probability value was less than 0.05. Table 2 presents the comprehensive results of the hypothesis testing conducted through Structural Equation Modeling (SEM) analysis using AMOS.

Table 4. Hypothesis Test Results

Variable	Direct Effect Coefficients (Standardized)	C.R.	Sig<0.05	Label
Transformative Service → Publik Satisfaction	0.172	2,506	0.012	Sig
Public Managerial Roles → Publik Satisfaction	0.637	7,363	0.000	Sig

Source: Data Analysis, 2025

The empirical findings presented in Table 3 support the first hypothesis (**H1**), demonstrating a significant positive relationship between Transformative Service and Public Satisfaction ($\beta = 0.172$, CR = 2.506, $p = 0.012$). These results suggest that a unit improvement in Transformative Service quality corresponds to a 17.2% enhancement in public satisfaction levels, indicating the substantial role of service transformation in driving citizen satisfaction outcomes.

Furthermore, the second hypothesis (**H2**) is also accepted, proving that Public Managerial Roles significantly positively influence Public Satisfaction. The coefficient of influence is 0.637, with a C.R. value of 7.363 and a p-value of 0.000. In other words, an increase in public managerial roles in the agency will increase public satisfaction by 63.7%.

Of the two independent variables studied, Public Managerial Roles showed a greater influence on public satisfaction than Transformative Service. This suggests that public managerial roles are the most dominant factor in improving public satisfaction in this study. Therefore, focusing on improving public managerial roles may be a more effective strategy for increasing public satisfaction than focusing only on improving Transformative Service.

5. DISCUSSION

The Effect of Transformative Service on Public Satisfaction

The results of this study indicate that Transformative Service significantly influences Public Satisfaction. This finding aligns with the hypothesis proposed and is supported by empirical data analyzed using the SEM method. The coefficient of influence of 0.172 and the C.R. value of 2.506, with a p-value of 0.012, indicate that improvements in Transformative Service have a positive and significant impact on public satisfaction.

The empirical investigation revealed a direct relationship between transformative service delivery and public satisfaction at the Payakumbuh Public Service Mall (MPP). This finding demonstrates the causal linkage between service transformation initiatives and enhanced citizen satisfaction within the integrated public service delivery context. These results indicate that the quality of transformative services plays a significant role in determining public satisfaction. In other words, the better the transformative services MPP Payakumbuh City

provides, the higher the community satisfaction. Conversely, community satisfaction tends to decrease if transformative services are not optimal.

Transformative services are an important indicator of an agency or organization's performance. Therefore, constant attention to their quality is very important because this directly impacts the level of community satisfaction. Consistent efforts in improving transformative services will ensure that MPP Kota Payakumbuh can continue to meet and even exceed people's expectations, thus increasing their overall satisfaction.

This is also reinforced by the opinion of Weerakkody et al., (2016), who show that transformative services contribute significantly to increasing the satisfaction of public service recipients. Davis & Ozanne (2019) also emphasize that transformative service practices influence the expectations hidden in society, providing a broad positive impact. Anderson et al., (2013) added that the main goal of transformative service is to improve welfare, both individuals and society as a whole. While Vishanth Weerakkody, Amizan Omar, Ramzi El-Haddadeh, and Weerakkody et al., (2016) state that transformative services provide valuable lessons from various public institutions on institutionalizing service transformation projects. These projects aim to deliver cost savings for the government and improve service outcomes for citizens. This view emphasizes the importance of transformative services in enhancing the efficiency and effectiveness of public services. They also underscore the importance of a comprehensive methodological approach in research on transformative services to ensure the implementation delivers the expected benefits.

In a managerial context, implementing transformative service requires proactive and visionary managers. Managers must ensure that the transformation vision is translated into concrete operational practices and that all team members are engaged and motivated to realize the vision. Managers who are effective in this role can significantly increase public satisfaction as they can drive positive changes perceived by customers.

Overall, transformative service has great potential to improve public satisfaction through a holistic approach, increased trust and loyalty, encouragement of innovation, and increased community engagement. With a focus on enhancing well-being and positive change, transformative service can create a more immersive and meaningful service experience for the public, ultimately increasing their overall satisfaction.

Effect of Public Managerial Roles on Public Satisfaction

The results of this study indicate that Public Managerial Roles significantly influence Public Satisfaction. This finding is in line with the proposed hypothesis and is supported by empirical data analyzed using the SEM method. The coefficient of influence of 0.637 and the C.R. value of 7.363, with a p-value of 0.000, indicate that improvements in public managerial roles have a positive and significant impact on public satisfaction.

Public Managerial Roles cover a range of essential managerial functions, such as decision-making, information dissemination, and interpersonal functions. Effective public managers manage resources efficiently, provide clear direction to staff, and establish good communication with the public. This improves operational efficiency and builds public trust and satisfaction with the services offered.

Previous research by Lanin & WF, (2022); Relonius & Lanin, (2022); Lanin et al., (2023) also found that effective managerial roles contribute significantly to public satisfaction. Mintzberg (1988) research also states that managers who are effective in carrying out their roles can contribute positively to public satisfaction. The shift towards greater democracy requires managers to take on more of a leadership role. These results are also in line with Erdinal (2018) research, which found that managers' roles, both internal and external, have a significant impact on employee satisfaction. Abadiyah (2016) also supports these findings, showing that the manager's role significantly and positively affects community satisfaction.

This finding reinforces research by Hussain (1986) and Mintzberg (1988), which showed a significant effect of the manager's role on public satisfaction. So, public managers who can understand and respond to public needs and manage public service operations well can increase public satisfaction.

In addition, a good managerial role also creates a positive working environment for staff, improving the quality of services provided to the public. Effective managers can motivate and empower staff to achieve optimal performance, an important factor in improving public satisfaction. Improving the quality of Public Managerial Roles should be a key focus for government agencies that want to improve public satisfaction. Ongoing managerial training, leadership development and regular performance evaluations can help achieve this goal. Thus, effective and efficient Public Managerial Roles are key to achieving high public service satisfaction.

6. CONCLUSION

This study investigated the influence of transformative services and public managerial roles on public satisfaction at the Payakumbuh City Public Service Mall (MPP), Indonesia, using Structural Equation Modeling (SEM-AMOS) with 220 respondents. Both hypotheses were supported: transformative service positively and significantly influences public satisfaction ($\beta = 0.172$, CR = 2.506, $p = 0.012$), and public managerial roles exert an even stronger positive influence ($\beta = 0.637$, CR = 7.363, $p < 0.001$). To the best of the authors' knowledge, this is the first study to simultaneously test both constructs in the Indonesian MPP context, thereby addressing a gap left unresolved by prior single-variable studies.

Theoretically, the findings extend Expectation-Disconfirmation Theory (EDT) by demonstrating that public satisfaction is shaped not only by service quality attributes but also by the organizational and managerial conditions that enable citizen-centered service delivery. The results further validate the Transformative Service Research (TSR) framework Anderson et al., (2013) and Mintzberg's (1988) Managerial Role Theory in a non-Western public sector context, and offer an integrative multi-construct model as a more comprehensive alternative to single-theory explanations of public satisfaction.

Practically, the coefficient differential (0.637 vs. 0.172) indicates that managerial role effectiveness exerts approximately 3.7 times greater influence on public satisfaction than transformative service alone. This signals a clear intervention priority: government agencies should direct primary investment toward managerial capacity building leadership training, interpersonal communication, and decision-making competency development before or in parallel with service transformation initiatives. Service innovation remains important, but its impact depends on managerial competence in translating structural improvements into citizen perceived quality.

This study has several limitations. The cross-sectional design limits causal inference and longitudinal tracking; the single-site setting limits geographic generalizability; and the self report instrument introduces potential common-method bias. Future research should employ longitudinal and multi site designs, explore mediating variables such as organizational culture and service quality, and examine whether the dominance of managerial roles over transformative service as a satisfaction predictor holds across MPPs at different stages of institutional maturity across Indonesia.

Ultimately, this study delivers a clear message: service innovation alone is insufficient. Without capable and empowering public managers, even the most well-designed service systems will fall short of citizen expectations.

Author Contribution

B.S: Conceptualization, methodology, data curation, formal analysis, writing original draft, writing review & editing, project administration, and corresponding author. D.L : Supervision, conceptualization, validation, writing review & editing, and funding acquisition. B.G.D.C.F: methodology, Writing review & editing, and validation.

Data Availability Statement

All data supporting the findings of this study are available from the corresponding author upon reasonable request.

Conflict of Interest Declaration

The authors declare no conflict of interest.

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