# The Community Satisfaction Index for Local Government Services uses the EVLN Model in the City of Bandung

**[a] Mas Halimah; [b] Ramadhan Pancasilawan; [c] Bonti**
[a b c] Faculty of Social and Political Sciences, Universitas Padjadjaran, Bandung City, Indonesia

### ABSTRACT

The purpose of this research is to the satisfaction of public service of the local government of Bandung City. This study is also a recent study conducted in Indonesia in a public paradigm. Several public services focus on this research, such as Health, Education, Economy and Development, and Public Service. This Government Service sector still needs to be measured in how to understand the condition of health services delivered. Education is an important aspect in developing countries. In Indonesia, there are still many people who have not received 9 years of education. The central government has instructed free tuition. Then in economic and development problems also researchers see still many people who are unemployed and previously uneven development in some sub-districts close to the center of power with a far from the center of power. For Public Services related to obtaining certain services, for example, if you want to get Public Health Insurance service (JAMKESMAS) then this community must have ID cards and other information. The method used in this study using the quantitative descriptive method with respondents consisting of 50 people community service users. The measure of community satisfaction is by four sectors using the model EVLN (Exit, Voice, Loyalty, and Neglected) from Hirschman. This model has been used in some developed and developing countries to measure job dissatisfaction or non-discrimination of public services in a local government.

### ABSTRAK

*Tujuan dari penelitian ini untuk mengukur kepuasan pelayanan publik yang dilakukan oleh pemerintah daerah Kota Bandung. Penelitian ini juga merupakan penelitian yang baru dilakukan di Indonesia dalam paradigma adminsitrasi publik. Ada beberapa layanan publik yang dijadikan patokan dalam penelitian ini, antara lain; Kesehatan, Pendidikan, Perekonomian dan Pembangunan serta Pelayanan Umum. Pelayanan Pemerintah pada sektor ini masih perlu diukur bagaimana memahami kondisi pelayanan kesehatan yang diberikan. Pendidikan merupakan salah satu aspek penting di negara berkembang seperti Indonesia, masih banyak masyarakat yang belum mengenyam pendidikan 9 tahun di Indonesia, pemerintah pusat sudah menginstruksikan untuk membebaskan uang sekolah. Dalam perekonomian dan pembangunan juga peneliti melihat masih banyaknya masyarakat yang menganggur serta belumnya merata pembangunan di beberapa kecamatan yang dekat dengan pusat kekuasaan dengan yang jauh dari pusat kekuasaan. Untuk Pelayanan Umum berkaitan dengan mendapatkan layanan tertentu, semisalnya jika ingin mendapatkan layanan Jaminan Kesehatan Masyarakat (JAMKESMAS) maka masyarakat ini harus memiliki kartu identitas dan keterangan lainnya. Metode yang digunakan dalam penelitian ini menggunakan metode deskriptif kuantitatif dengan responden terdiri dari 50 orang masyarakat pengguna layanan. Ukuran kepuasan masyarakat dalam empat sektor tersebut dengan menggunakan model EVLN (Exit, Voice, Loyalty dan Neglected) dari Hirschman. Hasilnya adalah untuk menguji model ini di Indonesia karena model ini sudah digunakan di beberapa negara maju dan berkembang untuk mengukur ketidakpuasan kerja ataupun ketidapuasan layanan umum di suatu pemerintah daerah.*

**Correspondence** Mas Halimah ✉ Email : mas.halimah@unpad.ac.id

## INTRODUCTION

Many studies have been carried out on public services, including clean water services (Damayanti & Tuti, 2021; Sulastri & Nugraha, 2019), health services (Krismanto & Irianto, 2020; Khozin & Mutmainah, 2019), building permit services (IMB) (Rahman et al., 2019), Service Innovation (Wicaksono, 2019; Eldo & Mutiarin, 2019), District Integrated Administrative Services (Sukarno, 2017). Damayanti & Tuti (2021) analyzed service quality using ServQual which consists of five dimensions, namely Tangible, Reliability, Responsiveness, Assurance, and Empathy in line with Krismanto & Irianto (2020). Sulastri & Nugraha (2019) revealed that environmental factors, values , and resources significantly influence clean water services. Khozin & Mutmainah (2019) revealed that several things are felt by the elderly regarding the lack of service facilities and infrastructure. Rahman et al. (2019) revealed that the factors of discrimination, transparency, and socialization are factors that are not optimal for IMB services in the DPMPTSP of Ciamis Regency. Wicaksono (2019) stated that the typological characteristics of public sector innovation consist of service creation and development innovation, process innovation, administrative innovation, conceptual innovation, and radical changes to rationality. Eldo & Mutiarin (2019) conveyed that service innovation can be accepted by the community because the impact of innovation is getting community satisfaction in service. Sukarno (2017) revealed that the Bandung Regency Government must provide a planned strategy needed by sub-districts in implementing the District Integrated Administrative Services (Paten) program in Bandung Regency with a more comprehensive approach to infrastructure and technology that is more useful.

This paper is the result of research on public service satisfaction conducted by local governments in Bandung using the EVLN Model. This research leads to recent research conducted in Indonesia in the paradigm of public administration as well. Several public services will be used as a benchmark in this study, including Health, Education, Economy and Development, and Public Services.

Health issues, as quoted from various studies, found that there are people who have kwashiorkor (marasmus) or are used to being called malnutrition. It is not caused by a lack of food when it is related to health in Indonesia; this incident is just one of many health tragedies in Indonesia. Government services in this sector still require to be measured in how to understand the condition of health services.

Education is also one of the variables measured in this research because education is an important aspect in developing countries like Indonesia, some people have not received 9 years of education in Indonesia, and the central government has instructed to free school fees. In terms of economy and development, researchers also find that there are still many people who are unemployed, and that development has not been evenly distributed in several districts that are close to the center of power and those that are far from the center of power.

As public services area, the researcher also purposes to see how easy to get administrative services in Bandung, because this service is related to getting other services, for example, if you want to get JAMKESMAS services, these people must have an identity card, and other information.

Therefore, the researcher requires to comprehend the overview of the extent to which people's satisfaction in these four sectors uses the Hirschman model (1972) using the EVLN model (Exit, Voice, Loyalty, and Neglected). This model has been used in several developing countries to measure job dissatisfaction or public service dissatisfaction in a local government.

## Literature Review

### EVLN as a Model for Measuring Community Satisfaction

Many psychologists and sociologists have conducted this research overseas, the use of the EVLN model was first carried out by Hirschman in 1972 to measure worker satisfaction in working in an organization.

### Exit

This exit refers to leaving the organization, transferring to another work unit, or at least trying to get out of an unsatisfactory situation. The traditional view is that job dissatisfaction builds over time and eventually is strong enough to motivate employees to seek better job opportunities elsewhere. This may be true to some extent, but the current opinion is that specific "shock events" energize employees to think about and engage in exciting behavior. For example, an emotional reaction you experience to an unfair management decision or an episode of conflict with a co-worker motivates you to view job advertisements and talk to friends about the job opportunities they work for. This begins the process of redefining your self-concept more in terms of other companies than employers.

### Voice

This voice refers to attempts to change, not escape from, an unsatisfactory situation. Voices can be constructive responses, such as recommending ways for management to remedy the situation, or they can be more confrontational, such as by filing a formal complaint or forming a coalition to oppose a decision. In the extreme, some employees may engage in counterproductive behavior to get attention and force change.

### Loyalty

In the original version of this model, loyalty was not the result of dissatisfaction. Rather, it determines whether people vote out or vote (high loyalty results in a vote; low loyalty results in an exit). The author describes the more recent fidelity as a result, but in multiple and somewhat obscure ways. Generally, they argue that "Loyalists" are employees who respond to dissatisfaction by patiently waiting for some to say they "suffer in silence" for a problem to work itself out or to be resolved by another.

### Neglected

This neglect includes reduced work effort, less attention to quality, and increased absenteeism and tardiness. This is generally considered a form of someone's indifference to an organizational environment. This model will try to be applied in the community service model because public organizations themselves are considered large organizations that allow this Hirschman model to be used. Public services in several regions have been reviewed several times in several papers from researchers in several regions (Pramusinto, 2006; Aprizal & Purba, 2013; Jamaludin, 2016; Hendiyani, 2019; Alkesaki, 2021; Soeardi, 2019).

This study is a recent study conducted in Indonesia in a public paradigm. There are several public services that focus on this research, such as: Health, Education, Economy and Development and Public Service. This Government Service sector still needs to be measured how to understand the condition of health services delivered.

## RESEARCH METHODS

The methodology used in this study is a quantitative method with a descriptive research type with data collection techniques in the form of a survey. Data was collected using a Likert scale with 5 various scales: Strongly Disagree, Disagree, Undecided, Agree and Strongly Agree. The samples taken as respondents in this study were carried out by purposive random sampling, namely research conducted by directly appointing the respondents to be studied. The sample taken is 50 people, with the principle of efficiency, researching a few subjects; the results can be used to describe the entire population. Data analysis used frequency data analysis (mean, mode, and median), regression analysis and reliability and validity tests, crosstab, and Fisher's exact test. Data interpretation will be carried out using tables and narration.

## RESULTS AND DISCUSSIONS

Health services carried out by the Bandung city government are felt by the people of Bandung City as still lacking because of the high cost of services that can save someone's life. So in table 1 the description of health EVLN in the city of Bandung is described in the following table:

**Table 1.**
**EVLN in Health Sector**

| Information | Min. | Max. | Avg. | Dev. |
|---|---|---|---|---|
| Exit service obtained | 2.0 | 5.00 | 3.180 | .87342 |
| Very sluggish service | 2.0 | 5.00 | 3.520 | .93110 |
| Local government is working well | 1.0 | 4.00 | 3.140 | .70015 |
| Service is ideal | 2.0 | 5.00 | 2.880 | .82413 |
| Complain directly to the local government | 2.0 | 5.00 | 3.840 | .76559 |
| Complain to others | 2.0 | 5.00 | 3.560 | .73290 |
| Trust that the work of local government officials can be completed | 2.0 | 5.00 | 3.280 | .78350 |
| Care about the efforts of local government officials | 1.0 | 5.00 | 3.600 | .75593 |
| Services regardless of service speed | 1.0 | 5.00 | 3.440 | .92934 |

Source: Data managed by researchers (2022)

Based on Table 1, the number 3.52 stated that the majority of the people in Bandung urged to get out of this situation, so they require a very responsive local government. Respondents stated that they had voiced a score of 3.84, this shows that the people of Bandung have often voiced improvements in the health sector to the local government. However, local governments seem to still rely on health programs from the central government, which do not reach all groups. The people have concerns about the services of the government as well. This is shown by 36 respondents who were very concerned about the services in Bandung. While the loyalty indicator was based on the results of research, the people were very loyal to the services of the regional government of Bandung. This loyalty was more because they did not have other choices than health facilities owned by the government because privately owned facilities were still very expensive. Furthermore, the field of public health in Bandung is still not visible with many people who want to leave or refuse by complaining directly to government officials who provide services.

The next explanation of education services in the city of Bandung could be seen in table 2 below in which it can be seen that many people were very loyal to education. This indicated that the people were very satisfied with the educational services provided by the Regional Government of the City of Bandung. This education service was positive because the government had launched many program activities for education, and resulting education services were getting better; starting from the BOS (School Operationalization Assistance) program to the BAWAKU Education program launched by the Regional Government of Bandung City.

**Table 2.**
**EVLN in Education Sector**

| Information | Min. | Max. | Avg. | Dev. |
|---|---|---|---|---|
| Exit service obtained | 1.00 | 5.00 | 3.0800 | 1.04667 |
| Very sluggish service | 2.00 | 5.00 | 3.5400 | .78792 |
| Local government is working well | 2.00 | 5.00 | 3.1000 | .70711 |
| Service is ideal | 1.00 | 5.00 | 2.7800 | .76372 |
| Complain directly to the local government | 1.00 | 5.00 | 3.6400 | .87505 |
| Complain to others | 2.00 | 5.00 | 3.4800 | .83885 |
| Trust that the work of local government officials can be completed | 1.00 | 5.00 | 3.2400 | .65652 |
| Care about the efforts of local government officials | 1.00 | 5.00 | 3.7000 | .88641 |
| Services regardless of service speed | 2.00 | 5.00 | 3.9600 | .83201 |

Source: Data managed by researchers (2022)

Based on the results of Table 2, it can be explained that many education services in Bandung were still experiencing deficiencies in terms of facilities and terms of the quality of educational services obtained by the community. In addition, there were still many people who complain directly to the school regarding the services obtained from the government.

Then, the next explanation was regarding the services in the economic and development sector. Based on the results of the research presented in Table 3 regarding the description of economic and development services, 3.48 respondents said they wanted to leave the services provided by the government, then 3.88 respondents said services in Bandung City were very slow and 4.02 respondents said they wanted to complain with development and economic problems in the city of Bandung and they will tell this service problem to other people as many as 3.68 respondents and many people in Bandung refused to provide slow service with a median value of 3.82 respondents. Such a big problem in the development and economy of the city of Bandung was caused more by the fact that the road infrastructure in Bandung was not comparable to the rate of economic growth in the city of Bandung.

The economy was driven by the growth of the service and manufacturing sectors as well as the home industry. This economic movement has indeed received great attention from the government, yet it has not been followed by adequate infrastructure development, such as roads with potholes matter, narrow roads in Bandung, and almost every weekend the roads in Bandung City are congested because of the large number of migrants from outside the city; and causes dense traffic in Bandung.

Above all issues, Bandung has also the problem of the narrow width of the road and the large number of road bodies that are used for street vendors. The non-allocation of street vendors has also caused waste in Bandung to merge with household waste so that it reaches the streets,

waste disposal infrastructure has become a rarity in Bandung, and several landfills are not functioning appropriately. The following is table 3 regarding the EVLN Description of the Economy and Development in the City of Bandung.

**Table 3.**
**EVLN in Economic and Development**

| Information | Min. | Max. | Avg. | Dev. |
|---|---|---|---|---|
| Exit service obtained | 1.00 | 5.00 | 3.4800 | .88617 |
| Very sluggish service | 2.00 | 5.00 | 3.8800 | .77301 |
| Local government is working well | 1.00 | 4.00 | 2.8367 | .58974 |
| Service is ideal | 1.00 | 4.00 | 2.5714 | .67700 |
| Complain directly to the local government | 2.00 | 5.00 | 4.0200 | .65434 |
| Complain to others | 1.00 | 5.00 | 3.6800 | .86756 |
| Trust that the work of local government officials can be completed | 2.00 | 5.00 | 3.0600 | .73983 |
| Care about the efforts of local government officials | 1.00 | 5.00 | 3.5400 | .78792 |
| Services regardless of service speed | 1.00 | 5.00 | 3.8200 | .80026 |

Source: Data managed by researchers (2022)

Based on Table 3, as explained earlier, results can be drawn regarding services from the field of Economy and Development, there are still deficiencies that cause the EVLN concept, and the people still do not give great value to the services provided by the government. In addition, the last section studied is public services from the field of Public Administration Services, which can be seen in table 4 regarding the Description of Public Administration Services.

**Table 4.**
**Overview of General Administration Services**

| Information | Min. | Max. | Avg. | Dev. |
|---|---|---|---|---|
| Exit service obtained | 1.00 | 5.00 | 3.3800 | .90102 |
| Very sluggish service | 1.00 | 5.00 | 3.8800 | .79898 |
| Local government is working well | 1.00 | 5.00 | 2.9000 | .70711 |
| Service is ideal | 2.00 | 5.00 | 2.6327 | .66752 |
| Complain directly to the local government | 2.00 | 5.00 | 3.8600 | .67036 |
| Complain to others | 1.00 | 5.00 | 3.7600 | .77090 |
| Trust that the work of local government officials can be completed | 2.00 | 5.00 | 3.0000 | .75593 |
| Care about the efforts of local government officials | 1.00 | 5.00 | 3.7400 | .82833 |
| Services regardless of service speed | 1.00 | 5.00 | 3.4200 | .94954 |

Source: Data managed by researchers (2022)

Based on Table 4 regarding the Overview of Public Administration Services in Bandung, found that public services cause people to decide to leave public services; it is indicated by administrative services such as Identification cards and other documents which are still very slow in their service. Table 4 also shows an overview of administrative services in Bandung with mean values of 3.38, 3.88, and 2.99 indicating that the people desire to get out of the current

situation. Administrative services, in general, are caused by administrative services still using manuals, even though several regions in Indonesia have used administrative services electronically which are easier and cheaper for public services, such as investment permits, identification card matters, and more. Whereas in voicing public services in the city of Bandung, people still rely heavily on ideals in making complaints to the local government at 3.86 and 3.76 with the community informing other people about their complaints. Then for rejection, the people of Bandung City still rely heavily on speed and are still very concerned about the state of general administration services from the local government of Bandung City, this is indicated by a median value of 3 .74 and 3.42.

## CONCLUSIONS

This research found that the impact of public services in various fields in Bandung has positive and negative impacts on society. This is shown by various data presented using the EVLN model. In the fields of Health, Education, Economy, and Development as well as Public Services, in general, what is being carried out by the regional government is still inadequate, this is indicated by the large number of people in Bandung who will leave (Exit) and the rejection also occurs because the Regional Government is considered not responsiveness of the services of the three fields if the service system in the city of Bandung is not repaired.

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