



The Influence of Puskesmas Head’s Role on Community Satisfaction in Pasaman District

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Abstract

This study analyzes the effect of the role of the head of the community health center on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency. Community satisfaction is a function of performance impressions and expectations. If performance is below community expectations, the community feels impressed and dissatisfied. Conversely, if performance meets community expectations, the community will feel happy and satisfied. However, many people still complain about the services provided by the UPT Puskesmas Ujung Gading. This study will analyze the effect of internal roles on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency, investigate the impact of external positions on community satisfaction at UPT Puskesmas Ujung

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Gading, West Pasaman Regency, and the effect of internal roles and external roles on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency. This research will use a quantitative approach with multiple regression analysis techniques to discover these realities. Based on the analysis results, it was found that the internal role has a significant effect on community satisfaction with an Adjusted R Square table value of 0.090, which is 9%, and for a substantial deal of 0.000. External roles considerably affect community satisfaction with an Adjusted R Square table value of 0.058, 5.8%, and for a significant deal of 0.000. Internal and external functions have a positive and significant effect on community satisfaction with an Adjusted R Square table value of 0.150,

[Penelitian ini menganalisis pengaruh peran kepala Puskesmas terhadap kepuasan masyarakat di UPT Puskesmas Ujung Gading Kabupaten Pasaman Barat. Kepuasan masyarakat merupakan fungsi dari kesan dan harapan kinerja. Jika kinerja berada di bawah harapan masyarakat, maka masyarakat merasa terkesan dan tidak puas. Sebaliknya jika kinerja memenuhi harapan masyarakat, maka masyarakat akan merasa senang dan puas. Namun masih banyak masyarakat yang mengeluhkan pelayanan yang diberikan oleh UPT Puskesmas Ujung Gading. Penelitian ini akan menganalisis pengaruh peran internal terhadap kepuasan masyarakat di UPT Puskesmas Ujung Gading Kabupaten Pasaman Barat, menganalisis pengaruh peran eksternal terhadap kepuasan masyarakat di UPT Puskesmas Ujung Gading Kabupaten Pasaman Barat dan menganalisis pengaruh peran internal dan peran eksternal terhadap kepuasan masyarakat di UPT Puskesmas Ujung Gading Kabupaten Pasaman Barat. Kepuasan masyarakat di UPT Puskesmas Ujung Gading Kabupaten Pasaman Barat. Untuk dapat mengetahui kenyataan tersebut, penelitian ini akan menggunakan pendekatan kuantitatif dengan teknik analisis regresi berganda. Berdasarkan hasil analisis diketahui bahwa peran internal berpengaruh signifikan terhadap kepuasan masyarakat dengan nilai tabel Adjusted R Square sebesar 0,090 yaitu 9% dan nilai signifikansi sebesar 0,000. Peran eksternal berpengaruh signifikan terhadap kepuasan masyarakat dengan nilai tabel Adjusted R Square sebesar 0,058 yaitu 5,8% dan untuk nilai signifikansi sebesar 0,000. Peran internal dan eksternal berpengaruh positif dan signifikan terhadap kepuasan masyarakat dengan nilai tabel Adjusted R Square sebesar 0,150 yaitu 15% dan nilai signifikansi sebesar 0,000.]

Keywords: internal role; external role; community satisfaction

Introduction

The current condition of providing public services needs to be improved. It is proven by the many complaints and complaints from the public, both directly and indirectly/via social media, which still needs to be simplified and faster, and the attitude of employees needs to be more responsive. According to several studies, the main problems with public services are service quality, low productivity, lack of employee motivation, and lack of human resources.

Law Number 6 of 2014 concerning villages emphasizes two critical aspects for the government in carrying out all activities related to services that must be carried out by public servants optimally so that service recipients or the community feel satisfied with the services provided.¹ All service-related activities must be carried out by public servants optimally and optimally. A service is declared excellent if it meets what is needed.²

The success or failure of an organization/government agency is closely related to the quality of existing resources and the role of leadership. The critical role of a leader is to control and invite his subordinates so that goals in the organization are achieved.³ Therefore, managers are the leading movers and are responsible for the ability and enthusiasm of employees to achieve community satisfaction. The level of community satisfaction increases along with the quality of leadership.⁴

Public satisfaction is the first factor that public service providers must pay attention to because this will determine how successful the government is in providing public services.⁵ Contentment is the pursuit

¹ Undang-Undang Nomor 06 Tahun 2014 Tentang Desa, https://scholar.google.com/scholar?hl=id&as_sdt=0%2C5&q=Undang.

² Dasman Lanin et al., "Assessing the Mediating Effect of the Role of Public Managers Between Service Quality and Public Satisfaction of Multiple Ethnicities in Local Governments in Sumatra, Indonesia," *Public Policy And Administration* 22, no. 1 (March 2023): 37, <https://doi.org/10.5755/j01.ppa.22.1.33725>.

³ Latifah Zauhar, "Pentingnya Kepemimpinan Dalam Organisasi". *Seminar Nasional* 1, no.1 (2021): 108, <https://doi.org/10.31602/v0i0.4722>.

⁴ Moh Ja'far S.M. and Mochamad Arif Adikara Muchlasin, "Pengaruh Kepemimpinan Kepala Desa dan Efektivitas Pelayanan Pemerintah Terhadap Kepuasan Masyarakat," *Management and Education Journal* 1, no. 2 (Agustus 2023): 81, <http://managementeducationjournal.com/index.php/mej/article/view/12>.

⁵ Rezha Fahmi et al., "Analisis Pengaruh Kualitas Pelayanan Publik Terhadap Kepuasan Masyarakat (Studi tentang Pelayanan Perekaman Kartu Tanda Penduduk

of fulfillment or sufficiency.⁶ Only by offering excellent service to the public can they be satisfied. Public satisfaction with public organizations is considered necessary because of the relationship of public trust. According to Pasolong, the better the governance and quality of services provided, the higher the public's trust (high trust). Public confidence will be higher if people receive good service and feel satisfied with that service.⁷ Community satisfaction is determined by two things, namely complaints and customer expectations regarding the services received from service providers.⁸ Several factors influence public satisfaction: service quality, emotionality, price, costs, and product quality.⁹ Public service providers should continue to strive for improvement because they have not been able to meet the needs and desires of the community. The government is essential in fulfilling public services at the village and central levels, including the health services sector.¹⁰

Health is a critical element of quality of life. Health is also a human right and a component of prosperity that must be realized following the ideals of the Indonesian nation as intended in Pancasila and the 1945 Constitution of the Republic of Indonesia. The government has the responsibility to plan, organize, develop and supervise the implementation of health efforts that are equitable and affordable for the community.

Health efforts are all activities or a series of activities carried out in an integrated and sustainable manner to maintain and improve

Elektronik (e-KTP) di Kota Depok,” *Jurnal Administrasi Publik* 1, no. 5 (2013): 987 <https://www.neliti.com/id/publications/74038/analisis>.

⁶ Febi Silvia, “Pelayanan Prima Dan Kepuasan Pelanggan Di Kantor Pelayanan Perbendaharaan Negara (Kppn) Makassar Ii,” (thesis, Repository Universitas Negeri Makassar 2018), https://core.ac.uk/display/160497369?utm_source=pdf&utm_medium=banner&utm_campaign=pdf-decoration-v1

⁷ H. Pasolong, *Kepemimpinan Birokrasi* (Bandung: Alfabeta, 2021).

⁸ Tjiptono, F. and Gregorius, C. *Service, Quality & Satisfaction* (Yogyakarta: Penerbit Andi, 2011).

⁹ Miftah El Fikri and Husni Muharram Ritonga., “Dampak Strategi Pemasaran Terhadap Keputusan Berkunjung Dan Kepuasan Wisatawan Ke Bumi Perkemahan Sibolangit,” *Jurnal Manajemen Tools*, no. 2 (Maret 2018): 58–67. <https://www.researchgate.net/profile/husniritonga/publication/325378915>

¹⁰ Bender, D D. DESA., “Optimization of variable structure Modelica models using custom annotations ACM” International Conference Proceeding Series no. 2, 18-April-2(1) 2016, 45–54.) <https://doi.org/10.1145/2904081.2904088>

public health through disease prevention, health improvement, and health restoration by the government and the community.¹¹ Building health is an essential element in national development, where health development aims to provide maximum health to the community, one of which is by building community health centers throughout Indonesia.¹²

Community Health Centers have a role in providing quality, professional, and affordable health services to all levels of society following established standards. Puskesmas states that a community health center is a health service facility that carries out first-level individual health efforts by prioritizing promotive and preventive measures in its work area.¹³ Community Health Centers need help to carry out their function as the government's eyes and ears in paying direct attention to public health conditions. Thus, community health centers are required to continue to innovate in improving services. High workloads, lack of facilities and infrastructure, as well as a lack of health workers or human resources, are challenges faced by community health centers in general, which are located in rural areas that are far from big cities.

Establishment of the Regional Technical Implementation Unit for the West Pasaman Regency Health Center, which is located in each sub-district in their respective regions, one of which is the UPT Puskesmas Ujung Gading, which is situated in Jorong Tampus, Kenagarian Tampus Damai Ujung Gading, West Pasaman is a technical implementation unit or implements some of the duties and functions Health Service at sub-district level.¹⁴ This Puskesmas is led by the head of the Puskesmas, a civil servant heads and is directly responsible to the head of the service and coordinates operationally with the local sub-

¹¹ Undang-Undang Republik Indonesia Nomor 36 Tahun 2009 tentang Kesehatan, http://arifrohman-socialworker.blogspot.com/2011/02/undang-undang-republik-indonesia-nomor_8037.html.

¹² Undang-Undang No. 23 Tahun 1992 tentang Kesehatan <http://tcscindonesia.org/wp-content/uploads/2012/08/uu231992ind.pdf>.

¹³ Peraturan Menteri Kesehatan No.43 Tahun 2019 tentang Pusat Kesehatan Masyarakat, <https://peraturan.bpk.go.id/Details/138635/permenkes-no-43-tahun-2019>.

¹⁴ Peraturan Bupati Kabupaten Pasaman Barat No.13 Tahun 2022 tentang Pembentukan Unit Pelaksana Teknik Daerah Pusat Kesehatan Masyarakat pada Dinas Kesehatan Kabupaten Pasaman Barat, <https://peraturan.bpk.go.id/Details/233297/perbup-kab-pasaman-barat-no-13-tahun-2022>.

district authority. Ujung Gading is densely populated as a sub-district city in Lembah Melintang District. The population is the 3rd largest in West Pasaman, namely 50,257 people per year in 2019 (BPS West Pasaman). It is a challenge for UPT Puskesmas Ujung Gading to maximize services. The dense population must be given maximum attention and health care following the wishes and expectations of the community.

The following is data on the achievement of the community satisfaction index:

Table 1.
Community Satisfaction Index at UPT Puskesmas
Ujung Gading, West Pasaman Regency

Code	Service Elements	Average Value Per Service Element
U1	Terms of Service	3.14
U2	Service Procedures	2.78
U3	Service Time	2.80
U4	Service Fees	3.20
U5	Product Specifications Service	3.05
U6	Implementation Competency	3.10
U7	Implementing Behavior	2.13
U8	Facilities and infrastructure	2.15
U9	Handling Complaints, Suggestions and Feedback	3.12
Value of SMEs		70.60
Service Quality		C
Service Unit Performance		Not good

Source: UPT Ujung Gading Community Health Center Community Satisfaction Index Report 2022

Based on Table 1, there are 9 indicators for the community satisfaction index for 150 respondents.¹⁵The UPT Ujung Gading Community Health Center, which has poor service quality, is item 7, implementing behavior, and item 8, facilities and infrastructure. Meanwhile, those with good service quality are listed in item 1 of service requirements. A service is said to be good if it meets all the SKM elements in this regulation: requirements, systems, mechanisms and procedures, completion time, costs/tariffs, product specifications, type of service, the competence of implementers, the behavior of implementers, handling, complaints, suggestions, and input, facilities, and infrastructure. Overall, in the community satisfaction survey, the performance of service units at UPT Puskesmas Ujung Gading, West Pasaman Regency, in 2022 could have been better.

As for the Minister of State Apparatus Empowerment Number KeP/14/M, the decision. Pan/2/2017, service is said to be good if it meets all the SKM elements in this regulation: (1) Requirements, (2) Systems, mechanisms, and procedures, (3) Completion time, (4) Costs/tariffs, (5) Product service type specifications, (6) Competence of implementers, (7) Behavior of implementers, (8) Handling, complaints, suggestions, and input, (9) Facilities and infrastructure.

Community health centers are required to be accredited, and there are four levels of community health center accreditation: basic, secondary, primary, and plenary.¹⁶ The following is data on the accreditation achievements of UPT Puskesmas Ujung Gading, West Pasaman Regency:

Figure 1.
UPT Ujung Gading Community Health Center Accreditation Certificate

¹⁵ Keputusan Menteri Pendayagunaan Aparatur Negara Nomor: 14/KEP/M. PAN/2/2017 tentang Pedoman Penyusunan Indeks Kepuasan Masyarakat, <https://peraturan.bpk.go.id/Download/123385/PERMENPAN%20NOMOR%2014%20TAHUN%202017.pdf>.

¹⁶ Peraturan Menteri Kesehatan Nomor 75 Tahun 2014 tentang Pusat Kesehatan Masyarakat, <https://peraturan.bpk.go.id/details/139202/permenkes-no-75-tahun-2014>.



Source: UPT Ujung Gading Community Health Center

Based on Figure 1, it is known that the accreditation of UPT Puskesmas Ujung Gading received *Madya* status from 2017 to 2020; with this value, it is hoped that UPT Puskesmas Ujung Gading will further improve the quality of service and patient safety and pay attention to community satisfaction. It must be supported by skilled resources through planning, organizing, directing, and supervising to achieve this goal, adequate health facilities, and a quality leadership role.

Leadership is the primary key in management and plays an essential and strategic role in the continuity of an organization. Therefore, managers are the leading movers and are responsible for the abilities and enthusiasm of employees; in this research, the manager is, namely, the head of the community health center. What is meant by role in the “Big Indonesian Dictionary” defines a role as “a set of behaviors that are expected to be possessed by people who live in society” as well as actors (films), “comedians in games, and so on.”¹⁷

A role is an impact a person in a position can have and carry out steps following their rights and obligations.¹⁸ The role of the head of the community health center is to provide maximum services following

¹⁷ Poerwadarminta, *Kamus Umum Bahasa Indonesia edisi ketiga* (Balai Pustaka, 2007), no. 47.

¹⁸ Brigitte Lantaeda et al., “Peran Badan Perencanaan Pembangunan Daerah Dalam Penyusunan Rpjmd Kota Tomohon”. *Jurnal Administrasi Publik (JAP)* 048, no 243. <https://ejournal.unsrat.ac.id/index.php/JAP/article/download/17575/17105> .

community expectations.¹⁹In general, Mintzberg (1980) explains that the role of public managers or administrators is significant in achieving community satisfaction. Mintzberg concluded that managers play ten different positions. Several driving factors influence these into three basic categories: interpersonal roles, information roles, and decisional roles.²⁰ Then, Lenin divided the role of public managers into two parts, namely the internal role (internal) and the external role (external).²¹

Internal roles are positions that create a positive environment, simplify the work of subordinates, inspire them to carry out specific tasks, and are responsible for training and promoting personnel and influencing people's satisfaction.²² Fast interaction or response between servers and consumers following their needs can increase public satisfaction.²³ The internal role is a leader who carries out his leadership effectively, communicates, leads the organization, and motivates and controls the running of an organization or company.²⁴

Suppose the head of the community health center provides good direction and motivation to employees. In that case, it will impact the service received by the community and create satisfaction. On the other hand, if the head of the community health center provides good direction to employees, the district will receive better service, leading to public disappointment. How well a service meets or exceeds customer expectations will influence whether or not consumers are satisfied.²⁵

¹⁹ Peraturan Menteri Kesehatan Nomor & 5 tahun 2020 tentang Komite Etika Penelitian dan pengembangan kesehatan nasional <https://peraturan.bpk.go.id/Details/163017/permenkes-no-75-tahun-2020>

²⁰ Wijayanto, "*Pengantar Manajemen*". (Jakarta: PT. Gramedia Pustaka Utama, 2012)

²¹ Dasman Lanin, "Kepuasan Warga Terhadap Perkhidmatan Kerajaan Tempatan Padang Panjang" (Disertasi Universiti Utara Malaysia, 2010)

²² Lanin, "Kepuasan Warga Terhadap Perkhidmatan Kerajaan Tempatan Padang Panjang," <https://scholar.google.com/scholar?cluster=17129187846482419203&hl=en&oi=scholar>.

²³ E. Weningtyas, "Pengaruh komunikasi interpersonal dan kualitas pelayanan terhadap kepuasan konsumen," Universitas Islam Indonesia 2012 <https://dspace.uui.ac.id/handle/123456789/36832>.

²⁴ R.W. Griffin., *Manajemen* (Jakarta: Erlangga, 2004), 15.

²⁵ Nur Hidayati et al., "Analisis Hubungan Karakteristik Pasien Dengan Kepuasan Pelayanan Rawat Jalan Semarang Eye Center (SEC) Rumah Sakit Islam Sultan Agung Semarang," *Jurnal Kesehatan Masyarakat Undip* 2, no. 1 (2014): 11. <https://doi.org/10.14710/jkm.v2i1.6367>.

Dissatisfaction arises when events do not match expectations. Customers will be delighted if the service exceeds their expectations. People will be pleased if the results match their expectations. On the other hand, if the results are better than expected, the customer will be delighted. The experiences that occur can influence customers' future expectations. Customers who are happy with your service are less price-sensitive, more loyal, and more likely to provide positive feedback. Community satisfaction is the community's opinion in obtaining services from public service providers by comparing their expectations and needs.²⁶

In connection with the initial observation, the researcher saw a need for more attention from the head of the community health center towards employees due to an interview with one of the UPT Puskesmas employees on (April 15, 2023) at 11.30 WIT. He said that the head of the community health center rarely directly monitored the service process at the community health center. If this happens to problems within the community health center, the head of the UPT Puskesmas tends to seem indifferent.

Then, the researchers saw that the service at the UPT Ujung Gading Community Health Center was not optimal; many employees ignored the community and did not provide clear information, thus making the public confused about the service system at the community health center, where patients had to queue for a long time to receive the services provided, by Ujung Gading Community Health Center (April 6, 2023). Based on an interview with Mr Mulia on April 11, 2023, at 11.00 WIT, he said that UPT Puskesmas Ujung Gading employees could have been more friendly and informative in providing services. Top of FormThen the researcher continued the interview with the head of the UPT Puskesmas Ujung Gading Ns, NelviJonra, on May 02, 2023, at 09.00 WIB, said that the service problems at UPT Puskesmas Ujung Gading were also due to inadequate facilities and infrastructure. There is a lack of facilities, such as chairs, so many people wait in line to leave the waiting room so that when health workers call them, they don't hear them and continue queuing further, resulting in people becoming angry and annoyed.

²⁶ Chaln Chavez et al. "Permen PAN & RB No. 16 Tahun 2014," <https://peraturan.bpk.go.id/Details/132735/permen-pan-rb-no-16-tahun-2014> .

Furthermore, another aspect that influences community satisfaction is the external role of the head of the UPT Puskesmas. The outer part is to realize organizational strategy, strategic planning, information collection and analysis, public communication, and stakeholder negotiation.²⁷ Based on the results of initial observations carried out by researchers at UPT Puskesmas Ujung Gading, it tends to appear that the external role is still low; this is following the results of an interview with one of the residents on April 25, 2023, at 14.00 WIT, he said that the community does not understand services and is afraid of seeking treatment. To the UPT Puskesmas, they are so scared of being referred to Jambak Regional Hospital that they would instead seek therapy in the village.

The researchers concluded that there is still a lack of public knowledge; it should be the duty of the head of the UPT Puskesmas to carry out outreach and disseminate information related to services at the Puskesmas. According to Lanin, the external role impacts community satisfaction and found that the outer part significantly influences community satisfaction.²⁸ Researchers concluded that the role of the Head of the UPT Ujung Gading Community Health Center has yet to be carried out as it should, so the public is less satisfied with the services provided by the UPT UPT Health Center Ujung Gading West Pasaman Regency.

Methods

This research uses an associative quantitative approach. The quantitative approach is due to the technique used in the research proposal, process, hypothesis, analysis, data analysis, and data conclusions up to writing using measurement, calculation, formulas, and certainty of numerical data.²⁹ Associative type because this

²⁷ Dasman Lanin., "Citizen Satisfaction with Local Governance Service: The Influence of Manager Role on Public Service Improvement in Local Government," *Jurnal Tingkap* 10, no. 2 (2014): 114–129. <https://doi.org/10.24036/tingkap.v10i2.4417>.

²⁸ Dasman, "Citizen Satisfaction with Local Governance Service: The Influence of Manager Role on Public Service Improvement in Local Government," 115. <https://doi.org/10.24036/tingkap.v10i2.4417>.

²⁹ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D (edisi 2)* (Bandung: Alfabeta. 2018), 147.

research asks about the relationship between two or more variables.³⁰ Associative type research seeks to establish relationships between two or more categories of data. This line of inquiry can lead to the discovery of many ideas to explain and manage a phenomenon because this research hypothesis will look at and determine the contribution of the influence of one or more independent variables on the dependent variable, so statistical tests in testing this hypothesis use linear regression analysis is which begins with classical assumption testing using regression analysis.

The analysis stages are carried out by observation,³¹ documentation study,³² questionnaire / questionnaire.³³ The research identified the difficulties that occurred by distributing questionnai resat the UPT Puskesmas Ujung Gading base don the context explained above: 1) How does the internal role of the head of the community health center influence community satisfaction at the UPT Puskesmas Ujung Gading, West Pasaman Regency, 2) How does the external role of the head of the health center influence on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency, 3) What is the influence of the internal role and external role of the head of the community health center on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency.

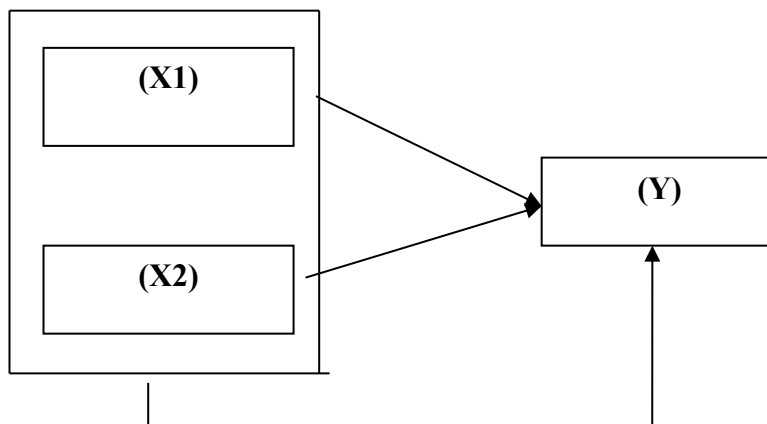
Figure 2. Analysis Framework

³⁰ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (edisi 2).

³¹ Rifa'i Abubakar, *Pengantar Metodologi Penelitian*, (Yogyakarta: SUKA-Press UIN Sunan Kalijaga. 2021).

³² Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Bandung: Alfabeta, 2014) , 157.

³³ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (edisi 2).



Information: X1 = Internal, X2 = External, X3 = Internal and External,

Y = Community Satisfaction

This observation was done with initial words to see first and then how the services are at the UPT Puskesmas Ujung Gading, West Pasaman Regency. Then, at the interview stage, dialogue or direct interviews were carried out with several people or patients who received services from the UPT Puskesmas Ujung Gading, West Pasaman Regency. This interview technique is the substance for digging up in-depth information about the services they receive. Meanwhile, the documentation was carried out by taking direct pictures of the services at the UPT Ujung Gading Community Health Center. Then, the questionnaires were distributed directly to people who received services at the UPT Puskesmas Ujung Gading, West Pasaman Regency.

Results

The Influence of Internal Roles on Community Satisfaction

Based on the research results, “there is an influence of internal roles on community satisfaction at UPT Puskesmas Ujung Gading West Pasaman Regency” (H_a) was approved, but “ H_0 ” was rejected (because $0.000 > 0.05$). It can be seen in the Adjusted R Square table = 0.090; thus, X1 (internal role) contributes to community satisfaction with a coefficient of 9% or 0.090 (Y), as shown in the Model Summary table

below:

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.315a	0.099	0.090	3,222	1,896
a. Predictors: (Constant), Internal Role (X1)					
b. Dependent Variable: Community Satisfaction (Y)					

It shows that the internal role variable (X1) directly contributes to community satisfaction in the 0.090 or 9% (Y).

The Influence of External Roles on Community Satisfaction

Based on the research results, external role variables significantly influence community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency. From the study, “external roles influence community satisfaction at UPT Puskesmas Ujung Gading West Pasaman Regency,” H_a can be accepted. Still, H_o is rejected (because $0.000 > 0.05$). It can be seen in the Model Summary table under the “Adjusted R Square” column, where the value is 0.058. As shown in the Model Summary table below:

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.259a	0.067	0.058	3,278	1,838
a. Predictors: (Constant), External Role (X2)					
b. Dependent Variable: Community Satisfaction (Y)					

It shows that X2 (external role) directly contributes to community satisfaction with a coefficient of 0.0585 or 5.8% (Y).

The Influence of Internal Roles and External Roles on Community Satisfaction

The research results show that the significant influence of internal and external role variables on the community satisfaction variable is 15%. These results were obtained based on *the square* after carrying out the F test on the second hypothesis, which was 0.150. As shown in the Model Summary table below:

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.410a	0.168	0.150	3,113	1,858
a. Predictors: (Constant), External Role (X2), Internal Role (X1)					
b. Dependent Variable: Community Satisfaction (Y)					

These results show that the influence that the internal role and external role variables have on community satisfaction is 15%, which means that the better the internal role and external role of the head of the UPT Puskesmas, the greater the community satisfaction at the UPT Puskesmas Ujung Gading, West Pasaman Regency.

Discussion

The first hypothesis was tested, and it was proven that internal roles considerably impacted people's satisfaction. Based on the research results, "there is an influence of internal roles on community satisfaction at UPT Puskesmas Ujung Gading West Pasaman Regency" (Ha) was approved, but "H0" was rejected (significant level 0.000, > 0.05). Adjusted R Square = 0.090, as shown in the Model Summary table. It indicates that the internal role variable (X1) contributes to community satisfaction in the 0.090 or 9% (Y).

The internal role is Coordination, communication, motivation, and collaboration between the leader and team members are very important.³⁴ Therefore, to create community satisfaction, the internal role of a head or leader is needed by working well between the head and employees to develop community satisfaction.

³⁴ Herminingsih, "Pengaruh Partisipasi Dalam Penganggaran dan Peran Manajerial Pengelolaan Keuangan Daerah Terhadap Kinerja Pemerintah Daerah (Studi Empiris pada Pemerintah Kabupaten Demak," (Thesis, Universitas Diponegoro, 2009).

The results of this study are the same as the survey by Lanin titled "Citizen Satisfaction with Padang Panjang Local Government Services." This research found that the contribution of the internal role variable to the dependent variable was 19.2%, and other variables influenced the remainder.³⁵ The internal role significantly impacts the satisfaction of the people of Padang Panjang. Coordination, communication, motivation, and collaboration between leaders and team members are significant.³⁶ In other words, the internal role is necessary to achieve community satisfaction.

The results of the second hypothesis show that the external role variable significantly influences community satisfaction at the UPT Puskesmas Ujung Gading, West Pasaman Regency. From the study, "There is an influence of external roles on community satisfaction at UPT Puskesmas Ujung Gading West Pasaman Regency," H_a can be accepted, but H_o is rejected (because $0.000 > 0.05$). It can be seen in the Model Summary table under the "Adjusted R Square" column, where the value is 0.058. It shows that the higher the external role of the head of the community health center, the higher the community satisfaction. Conversely, the lower the external position of the director of the UPT Community Health Center, the community satisfaction will also decrease. In contrast, the external role of the head of the UPT Community Health Center is significant to realize the desires or dignity of the community. With the high outer part of a UPT Puskesmas head in his work, it is hoped that he will be able to make changes and be more consistent to achieve community satisfaction.

The external role is the manager's interaction with the community, which can foster community happiness.³⁷ This external role is directly related to community satisfaction. It is following research conducted by Lanin entitled "Citizen Satisfaction with Local Government Services in Padang Panjang" External positions have a

³⁵ Dasman Lanin, "Kepuasan Warga Terhadap Perkhidmatan Kerajaan Tempatan Padang Panjang". (Disertasi Universiti Utara Malaysia, 2010).

³⁶ Dasman Lanin, "Citizen Satisfaction with Local Governance Service: The Influence of Manager Role on Public Service Improvement in Local Government," *Jurnal Tingkap* 10, no. 2 (2014): 116, <https://ejournal.unp.ac.id/index.php/tingkap/article/view/4417>.

³⁷ Dasman, "Citizen Satisfaction with Local Governance Service: The Influence of Manager Role on Public Service Improvement in Local Government," 116. <https://doi.org/10.24036/tingkap.v10i2.4417>.

direct influence on community satisfaction of 7.9%.³⁸ It can be compared with research results that the influence of external role variables on community satisfaction is negligible. This research also follows the theory developed; based on this theory, it is explained that the role of managers influences people's happiness.

The third hypothesis was tested, and the results confirmed that the internal role and external role variables simultaneously positively and significantly influenced the community satisfaction variable. It was proven by the data processing results using SPSS 26 software, which found that the significance value of the internal and external role variables on community satisfaction was $0.000 < 0.05$. Based on these results, it can be understood that the inner function and external role variables together (simultaneously) have a significant influence.

The amount of influence that the internal and external role variables simultaneously have on the community satisfaction variable is 15%. These results were obtained based on RSquare after carrying out an F test on the second hypothesis of 0.150. These results show that the influence that the internal role and external role variables have on community satisfaction is 15%, which means that the better the internal role and external role of the head of the UPT Puskesmas, the greater the community satisfaction at the UPT Puskesmas Ujung Gading, West Pasaman Regency. The limitation of this research is that it only focuses on the internal and external roles of the head of the UPT Puskesmas Ujung Gading, West Pasaman Regency. Many research variables can still be researched and developed to create equitable community satisfaction at all levels.

Conclusion

Based on the research problem formulation, it can be concluded that There is a significant influence of internal role variables on community satisfaction variables at UPT Puskesmas Ujung Gading, West Pasaman Regency. The considerable value of the internal role on community satisfaction is 0.000, and the magnitude of the influence of the inner part on community satisfaction at the UPT Puskesmas Ujung Gading, West Pasaman Regency, is 5.8%. There is a significant influence of external role variables on community satisfaction variables

³⁸ Dasman Lanin, "Kepuasan Warga Terhadap Perkhidmatan Kerajaan Tempatan Padang Panjang," (Disertasi Universiti Utara Malaysia, 2010).

at UPT Puskesmas Ujung Gading, West Pasaman Regency. The considerable value of the internal role on community satisfaction is 0.000, and the magnitude of the influence of the external position on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency, is 9%. There is a significant influence of internal and external role variables on community satisfaction variables at UPT Puskesmas Ujung Gading, West Pasaman Regency. The considerable value of the internal role on community satisfaction is 0.000, and the magnitude of the influence of the internal position on community satisfaction at UPT Puskesmas Ujung Gading, West Pasaman Regency, is 15%. To the head of the UPT Ujung Gading Community Health Center, pay more attention to and provide and improve the quality of services, facilities, and infrastructure to achieve community satisfaction.

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