

# The Effects of Well-Being and Work Motivation on Service Quality: The Mediating Role of Job Satisfaction

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## Abstract

**Purpose:** The purpose of this study is to examine and analyse the effect of well-being and work motivation on employee service quality with the mediating role of employee job satisfaction in the *Dinas Pendidikan, Pemuda, dan Olahraga (DINDIKPORA)* Rembang Regency

**Methodology/approach:** This study uses a quantitative approach with latent variable model analysis on 122 employees of the *DINDIKPORA* Rembang Regency

**Results:** Well-being positively affects service quality ( $p=0.000$ ;  $\beta=0.408$ ), and work motivation also positively affects service quality ( $p=0.000$ ;  $\beta=0.408$ ). Well-being ( $p=0.000$ ;  $\beta=0.465$ ) and work motivation ( $p=0.000$ ;  $\beta=0.498$ ) both positively affect job satisfaction. However, job satisfaction does not affect service quality ( $p=0.140$ ;  $\beta=0.138$ ) and does not mediate the effect of well-being on service quality ( $p=0.165$ ;  $\beta=0.064$ ) and the effect of work motivation on service quality ( $p=0.162$ ;  $\beta=0.069$ ).

**Conclusions:** Well-being and work motivation improve service quality and job satisfaction. However, job satisfaction does not affect service quality and, therefore, cannot act as a mediator.

**Limitations:** This study was limited to non-teaching staff at *DINDIKPORA* Rembang and did not cover other relevant variables. The results show that 47.5% of service quality is influenced by the research variables, whereas the remaining 52.5% is influenced by other factors.

**Contributions:** This study shows that service quality in public organizations is more influenced by well-being and work motivation than job satisfaction, and provides managerial implications for the *DINDIKPORA* Rembang Regency

**Keywords:** *Job Satisfaction, Public Service, Service Quality Wellbeing, Work Motivation*

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## 1. Introduction

The quality of service at the Rembang Regency Education, Youth, and Sports Office still faces various challenges, such as lengthy administrative processes, delays in document completion, and inconsistencies in employee professionalism. These conditions indicate that the implementation of standard operating procedures has not been fully optimized. In the public sector, service quality is assessed not only based on outcomes but also on the quality of interactions between public servants and citizens. Recent studies confirm that consistent service delivery significantly shapes public satisfaction and institutional trust ([Osborne, 2021](#); [Van de Walle, 2019](#)). Inconsistent service performance can weaken citizens' confidence in government institutions.

As a strategic agency responsible for human resource development, the office must deliver reliable and responsive services. Contemporary public management research emphasizes that reliability and responsiveness remain core determinants of perceived service quality in government organizations ([De Vries, 2018](#); [Walker, 2020](#)). Failure to maintain consistency in these dimensions may negatively affect organizational reputation and performance. Therefore, improving service quality must be supported by strengthening internal employee factors. One important internal factor is employee well-being. Recent empirical evidence shows that workplace well-being significantly influences employee engagement, productivity, and service behavior ([Krekel, 2019](#); [Zheng, 2020](#)). Employees who experience good physical and psychological well-being tend to demonstrate more positive work attitudes and stronger commitment to service excellence. Conversely, inadequate well-being can reduce comfort, focus, and organizational attachment, ultimately affecting service outcomes.

In addition, work motivation plays a fundamental role in determining service performance. Contemporary motivation research indicates that intrinsic and extrinsic motivational drivers significantly affect employee initiative, persistence, and service quality ([Deci, 2017](#); [Gagné, 2022](#)). Low employee initiative suggests that motivational mechanisms within the organization may not function optimally, thereby potentially reducing the quality of public service delivery. Suboptimal well-being and work motivation are also closely related to job satisfaction. Recent studies define job satisfaction as an affective evaluation of one's job that reflects the alignment between employee expectations and actual work conditions ([Judge, 2017](#); [P. E. Spector, 2022](#)). Higher levels of satisfaction have been consistently linked to improved service behavior, organizational citizenship behavior, and customer-oriented performance in public organizations.

Based on this theoretical and empirical foundation, service quality in this agency is assumed to be influenced by employee well-being and work motivation, with job satisfaction acting as a mediating variable. Prior research has often examined these variables separately and has predominantly focused on the private or healthcare sectors. Empirical studies in the local government context remain relatively limited. Therefore, this study is important because it empirically analyzes the effect of well-being and work motivation on service quality through job satisfaction at the Rembang Regency Education, Youth, and Sports Office. The findings of this study are expected to enrich the human resource management literature in the public sector and provide evidence-based policy recommendations to enhance employee well-being, motivation, and job satisfaction to achieve higher-quality public services.

## 2. Literature Review

### 2.1 Theoretical and Conceptual Background

#### 2.1.1 Well-Being

In an organizational context, employee welfare refers to a state of well-being that reflects positive physical, psychological, and social conditions while performing work. This concept is related to the fulfillment of material aspects, such as salary and benefits, as well as non-material aspects, including a sense of security at work, supportive working relationships, and the ability to maintain a balance between work and personal life. Therefore, employee well-being describes the extent to which employees feel healthy, comfortable,

and function optimally in their work environment. Theoretically, well-being is viewed as a multidimensional construct formed by objective indicators, such as health and income, as well as subjective indicators, such as happiness, life satisfaction, and social engagement ([Pereira, Gonçalves, & Sequeira, 2024](#)).

In the public organization environment, employee well-being levels are important indicators because they are closely related to the quality of work experience, which ultimately affects individual performance and the quality of service provided. Unlike the macro approach in public policy, this study places well-being at the individual employee level (employee/work-related well-being). Thus, the focus of measurement is directed at employees' perceptions and experiences of their daily working conditions, which are considered more relevant to explaining work behavior in organizations ([Musikanski et al., 2017](#)). Employee well-being was measured using six indicators (WB1–WB6) adapted from a scale developed by ([Pereira et al., 2024](#)). The adaptation process involved translating the scale into Indonesian and adjusting the wording to suit the context of public sector employees. Before being used in the analysis, the instrument underwent validity and reliability tests to ensure its appropriateness.

### *2.1.2 Work Motivation*

Work motivation is an internal or external drive that influences how individuals perform their tasks, including how they determine the quantity and quality of their work output ([Satoto, 2023](#)). This drive can stem from personal needs, such as achievement, recognition, and self-development, as well as from external factors, such as compensation, work environment, and conducive working relationships. In public organizations such as the Education, Youth, and Sports Agency (*DINDIKPORA*), understanding work motivation needs to be enriched with the perspective of Public Service Motivation (PSM). This is because public sector employees are not only driven by personal interests or material incentives but also by a focus on serving the community and a commitment to the public interest. The PSM perspective emphasizes altruistic motives, the drive to contribute to society, and a commitment to public service values.

Thus, the work motivation of public sector employees can be understood as a combination of general work drive and public service orientation. Employees with high work motivation, regardless of whether it stems from personal needs or public service values, tend to show enthusiasm, perseverance, commitment, and initiative in carrying out their duties ([Baihaqi & Paulus, 2020](#); [Satoto, 2023](#)). This condition encourages employees to optimize their abilities, innovate, and maintain consistent performance, even when facing work pressures. Overall, in this study, work motivation is defined as internal and external driving forces that determine the intensity, direction, and persistence of employee work behavior, considering the unique characteristics of the public sector by enriching the Public Service Motivation perspective.

### *2.1.3 Service Quality*

Service quality can be assessed not only by service users but also by employees, who directly provide the service. [Bourini, Jahmani, Mumtaz, and Al-Bourini \(2019\)](#) introduced the concept of Employee-Perceived Service Quality (EPSQ), which is the assessment of the extent to which employees can meet service standards and the needs of service users. The EPSQ approach emphasizes employees' understanding of service expectations and evaluation of their own performance when interacting with the public. This perspective is considered relevant in public sector organizations because employees are the main actors who determine the quality of services received by the public.

Although some literature associates service quality with Internal Service Quality (ISQ) and Quality of Working Life (QWL), both concepts are more appropriately positioned as factors that influence employees' ability to provide services, rather than as the main definition of service quality itself. Therefore, this study explicitly uses the Employee-Perceived Service Quality (EPSQ) approach as the conceptual basis for measuring service quality. Thus, service quality in this study is defined as employees' perceptions of their level of success in providing reliable, responsive, and user-centered services.

#### 2.1.4 Job Satisfaction

Job satisfaction is a positive emotional response that arises when work fulfills employees' psychological and social needs (Evada, Dermawan, Vidyaningrum, & Suwandi, 2025). Conversely, dissatisfaction can occur when work experiences do not match employee expectations. Thus, job satisfaction reflects the extent to which employees' expectations align with the reality of their work. More broadly, job satisfaction is understood as a psychological condition that is formed from employees' evaluations of various aspects of work, such as work-life balance, relationships with coworkers, and managerial practices within the organization. This evaluation is subjective because it is influenced by individuals' perceptions of their work environment.

In addition to internal job factors, job satisfaction is also influenced by external conditions, including the economic situation and organizational culture (Hudek, Tominc, & Širec, 2021). Employees who feel valued, involved, and treated fairly tend to have higher levels of job satisfaction. High job satisfaction levels further imply improved individual performance and a tendency to remain in the organization. In this study, job satisfaction is positioned as an employee's affective attitude toward their work, reflecting their level of pleasure or dissatisfaction with various aspects of their job. Job satisfaction was measured using six indicators adapted from the Job Satisfaction Survey (Ragasa, Osei-Mensah, Ataa-Asantewaa, & Kruijssen; Paul E Spector, 1985). The selection of some JSS items was made by considering the suitability of the research context in the public sector. The adaptation process included translation into Indonesian and editorial adjustments; thereafter, all items were tested for validity and reliability using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach before being used in the analysis.

### 2.2 Empirical Review and Hypothesis Development

#### 2.2.1 Effect of Employee Well-Being on Service Quality

A synthesis of earlier studies consistently shows that employee well-being plays a crucial role in strengthening service quality across banking, hospitality, tourism, and public-sector organizations. Findings from Awashreh and Omri (2024), Benitez and Medina (2022), Zandrato and Mardiana (2024), Scott, Taylor, Russell, and Sutton (2024), Davidson, Pacek, and Radcliff (2021) confirm a positive and direct influence of well-being on service delivery without requiring mediation. Employees with financial, physical, and psychological stability demonstrate faster, friendlier, and more accurate service performance. Psychological and emotional well-being emerge as the strongest contributors, as these dimensions enhance intrinsic motivation, focus, and empathetic behavior. Work-life balance also supports consistent service delivery (Scott et al., 2024). However, this positive relationship is not uniform across all institutions. Davidson et al. (2021) show that the effect is strong only in organizations with sound governance; weak bureaucracies and high corruption tend to diminish the impact. Theoretically, well-being improves cognitive and emotional capacity, enabling employees to respond to service demands more effectively.

*H<sub>1</sub>: Employee well-being positively affects service quality.*

#### 2.2.2 Effect of Work Motivation on Service Quality

Research across public-sector institutions reveals a consistent pattern in which work motivation positively shapes service quality. Studies by Wahyudi (2023), Barigozzi, Canta, and Cremer (2025), Sibonde (2021), Marzuk, Tahir, and Mooduto (2020) demonstrate significant effects across various government agencies. The magnitude of influence varies, with regression coefficients and explanatory power indicating strong relationships—such as 0.267 ( $p < 0.05$ ) in Wahyudi (2023), and up to 72% explained variance in service quality in (Marzuk et al., 2020). Motivated employees tend to be more responsive, reliable, disciplined, and professional. Intrinsic motivation is shown to be especially influential, particularly in roles that rely heavily on human interaction (Barigozzi et al., 2025). It produces more enduring improvements in service behavior than extrinsic incentives. Organizational context also plays a role: supportive environments amplify the impact of motivation on public service performance.

*H<sub>2</sub>: Work motivation has a positive and significant effect on service quality.*

### 2.2.3 Effect of Employee Well-Being on Job Satisfaction

Empirical findings from [Hariri, Hasmy, Rubiyanto, Mahmudah, and Wahyuni \(2024\)](#), [Kumar \(2020\)](#), [Supardi, Salehah, and Komalasari \(2023\)](#), [Zendrato and Mardiana \(2024\)](#) show a consistent positive relationship between well-being and job satisfaction across various occupational and demographic groups. Well-being explains a substantial proportion of job satisfaction levels, as evidenced by high correlation values, such as  $R = 0.843$  ([Kumar, 2020](#)). The key contributing dimensions include physical, psychological, and social well-being. Health benefits, flexible scheduling, and career development opportunities significantly enhance satisfaction, while work-life balance also mediates the relationship ([Zendrato & Mardiana, 2024](#)). Well-being not only reduces dissatisfaction but also builds loyalty, engagement, and a positive work experience. Organizations benefit through increased motivation, stronger social relations, and long-term retention, emphasizing well-being as a strategic investment rather than a supplementary initiative.

*H<sub>3</sub>: Employee well-being positively and significantly affects job satisfaction.*

### 2.2.4 Effect of Work Motivation on Job Satisfaction

Previous studies consistently show that work motivation strengthens job satisfaction across various organizational settings. Evidence from [Idrus, Hashim, Rahman, and Pisal \(2022\)](#), [Wau \(2021\)](#), [Ali and Anwar \(2021\)](#), [Prayudi and Komariyah \(2023\)](#), [Aljumah \(2023\)](#) demonstrates that both intrinsic and extrinsic motivation such as recognition, rewards, and opportunities for growth are significant predictors of satisfaction. Quantitative findings reinforce this pattern: motivation dimensions often correlate strongly with satisfaction ([Ali and Anwar \(2021\)](#) :  $r = 0.499-0.611$ ;  $p < 0.01$ ). Studies grounded in [Maslow \(1943\)](#) need theory similarly indicate that the fulfilment of basic, social, and esteem-related needs contributes to higher levels of job satisfaction. Additional factors, such as leadership, communication, and career development, have been shown to enhance this relationship. In some contexts, motivation also influences satisfaction indirectly through performance ([Wau \(2021\)](#)), although the direct effect remains dominant across studies. Overall, the evidence supports a robust association between employee motivation and job satisfaction.

*H<sub>4</sub>: Work motivation positively and significantly affects job satisfaction.*

### 2.2.5 Effect of Job Satisfaction on Service Quality

Research exploring the satisfaction–service quality link presents varied patterns depending on the institutional context. Some studies, such as those by [Kim and Yeo \(2024\)](#) and [Al-refaei et al. \(2024\)](#), confirm that satisfied employees deliver better service, either directly or through engagement. Other findings, particularly in bureaucratic settings, [Milana \(2018\)](#) show that satisfaction alone does not guarantee improved service outcomes. Several studies have identified indirect pathways. Job satisfaction may enhance service quality through lecturer performance ([Asriadi et al. \(2022\)](#)), work engagement ([Al-refaei et al. \(2024\)](#)), or psychological states such as stress reduction ([Kim & Yeo, 2024](#)). Organizational support, leadership, and work culture are emphasized as conditions that strengthen or weaken this effect ([Sumardjo & Supriadi, 2023](#)). In general, job satisfaction contributes to better service behavior, although its impact is often mediated by contextual and organizational factors.

*H<sub>5</sub>: Job satisfaction has a significantly positive effect on service quality.*

### 2.2.6 The Effect of Employee Well-Being on Service Quality with Job Satisfaction as a Mediator

A review of studies on employee well-being, job satisfaction, and service quality consistently concludes that job satisfaction is a key mechanism linking well-being to service performance. Research across service, health, and other sectors [Abdullah, Huang, Sarfraz, Ivascu, and Riaz \(2021\)](#), [Susbiyantoro, Janaka, Sundawan, Wibowo, and Solahudin \(2022\)](#), [AlOmari \(2022\)](#), [Donaldo and Martdianty \(2023\)](#) indicates that employees who experience higher well-being tend to deliver better service, both directly and through increased satisfaction with their work. Empirical findings support this pattern. Job satisfaction is shown to partially mediate the influence of well-being, with mediation effects ranging from approximately 21% to over 30%, depending on the occupational context; nursing roles display the strongest effects.

Structural models reported in these studies also show a solid fit, strengthening confidence in the mediation mechanism. Theoretical explanations commonly draw on social exchange theory and the job demands resources model. Evidence suggests that well-being boosts job satisfaction, which then encourages better service behavior, a pattern consistently observed across different organizational settings. Variations in mediation strength appear to depend on job characteristics and workplace conditions. Positions with high interaction intensity tend to show stronger mediation, while supportive organizational programs, such as flexible work arrangements and health initiatives, help reinforce both direct and indirect effects of well-being on service quality.

Psychological aspects of well-being also contribute meaningfully. Emotional comfort, positive mood, and a sense of meaning are linked to greater commitment and improved service outcomes. However, factors such as job insecurity or poor work environments can weaken the mediation pathway. The evidence shows that well-being, job satisfaction, and service quality form an interconnected system. Enhancing employee well-being not only improves service quality directly but also strengthens job satisfaction as an important channel through which performance improves.

*H<sub>6</sub>*: Employee well-being positively influences service quality through job satisfaction as a mediator.

#### *2.2.7 The Effect of Work Motivation on Service Quality with the Mediating Role of Job Satisfaction*

Research on work motivation, job satisfaction, and service quality shows differing results across organizational contexts. Five key studies report that the mediating role of job satisfaction varies depending on industry conditions and institutional structures. Some findings [Chang, Hsu, Cheng, and Kuo \(2021\)](#); [Xie, Jin, and Guo \(2022\)](#) indicate that job satisfaction partly bridges the link between motivation and service quality. Others, such as [Frinaldi, Saputra, Embi, Habibie, and Hashanah \(2023\)](#), show no significant mediation in local government settings, pointing to strong contextual influences. Intrinsic motivation consistently appears to be more influential than extrinsic incentives in shaping service quality, as shown in several studies. Public service motivation also stands out as a dominant internal driver in public-sector organizations.

The mediation mechanism becomes more complex when additional factors are included. Job satisfaction may work alongside organizational commitment or be affected by team dynamics [Mohamed, Ismail, and Abd El-Gawad \(2023\)](#), whereas technological improvements may boost motivation without strengthening mediation ([Frinaldi et al., 2023](#)). The organizational context remains decisive. Private-sector settings tend to show stronger mediation effects, whereas rigid public institutions often limit the role of job satisfaction. Psychological explanations suggest that motivated employees generally feel more satisfied and deliver better service, although the strength of this link depends on team and organizational conditions. The findings highlight the need for context-specific approaches. Strengthening intrinsic motivation and meaningful work is effective in many settings, whereas public-sector organizations may need to rely more on motivation and system improvements than on job satisfaction as a mediator.

*H<sub>7</sub>*: Work motivation positively affects service quality through job satisfaction.

### **3. Methodology**

This study involves three types of variables: exogenous, endogenous, and mediating variables. Exogenous variables consist of employee well-being ( $X_1$ ) and work motivation ( $X_2$ ), which act as factors that influence other variables. Endogenous variables are service quality ( $Y$ ), which reflects the performance of employees, and job satisfaction ( $Z$ ), which acts as a mediating variable that bridges the influence of well-being and work motivation on service quality. The data used are primary data obtained through the distribution of questionnaires to employees of the Rembang Regency Education, Youth, and Sports Office. The questionnaire was distributed online using Google Forms, and a total of 122 employees were analyzed as respondents.

This study used non-probability sampling techniques with purposive sampling methods. The criteria for respondents included the following: (1) active employees at the Rembang Regency Education, Youth, and Sports Office; (2) having a minimum of one year of service to understand the service process; (3) being involved in public service activities; and (4) being willing to voluntarily complete the questionnaire. The research instrument used a five-point Likert scale, where score 1 = strongly disagree, score 2 = disagree, score 3 = neutral, score 4 = agree, and score 5 = strongly agree. The research instrument was adapted from a relevant previous scale through several stages, namely, translation into Indonesian, back-translation to maintain equivalence of meaning, editorial adjustments in accordance with the public sector context, and initial validity and reliability testing prior to the main analysis.

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of the SmartPLS 3 software. The measurement model in this study was treated as a reflective model. The measurement model (outer model) was evaluated through convergent validity testing using the criteria of outer loading  $\geq 0.70$  and Average Variance Extracted (AVE)  $\geq 0.50$ , discriminant validity testing using the Heterotrait-Monotrait Ratio (HTMT)  $\leq 0.90$ , and reliability testing using composite reliability (CR)  $\geq 0.70$  and  $\rho_A \geq 0.70$ . Furthermore, the structural model (inner model) was evaluated based on the coefficient of determination (R-square), effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and Standardized Root Mean Square Residual (SRMR).

Hypothesis testing was performed using a bootstrapping procedure of 5,000 resamples with a significance level of 5% using a two-tailed test, where the hypothesis was accepted if the t-statistic value was  $> 1.96$  or the p-value was  $< 0.05$ . To anticipate potential common method bias, this study tested full collinearity VIF with a VIF value criterion of  $< 3.3$ . The study also obtained permission from the Rembang Regency Education, Youth, and Sports Office. All respondents were provided an explanation of the study's purpose and provided voluntary consent (informed consent) before completing the questionnaire. The confidentiality of the respondents' identities was guaranteed, and the data were used solely for academic purposes.

## 4. Result and Discussion

### 4.1 Descriptive Analysis

Table 1 presents the descriptive results of the respondent characteristics, indicating that the majority of *DINDIKPORA* Rembang Regency employees are women (51.64%), aged 51–60 years (36.88%), have a bachelor's degree (60.65%), and have worked for more than 16 years (42.62%). The employee selection system at *DINDIKPORA* Rembang is implemented strictly, with consideration to the quality and integrity of an employee. In addition, based on the applicable standards at the Office, it is very clear and accountable and in line with what the Office wants.

Tabel 1. Demographic of the responden

Variable	Description	Frequency	Presentage (%)
Age	20-30 year	12	9,83
	31-40 year	26	21,39
	41-50 year	39	37,96
	51-60 year	45	36,88
Gender	Male	59	48,36
	Female	63	51,64
Education	Certification 1	0	

	Associate Degree	0	
	Advanced Diploma	3	2,45
	Applied Bachelor's Degree	0	
	Bachelor's Degree	74	60,65
	Magister	24	19,67
	Senior High School	21	17,21
Length of Work	<4 years	26	21,31
	4-8 years	4	3,27
	8-12 years	9	7,37
	12-16 years	31	25,41
	>16 years	52	42,62

#### 4.2 Reliability and Validity Assessment

Table 2 presents the test results, which show the validity and reliability levels of the variables and their indicators. An indicator is considered valid if it has a loading factor value of  $\geq 0.70$ ; although in exploratory research, a value of  $\geq 0.50$  is still acceptable. A variable is considered reliable if it has a composite reliability value of  $\geq 0.70$ . As shown in Table 2, all variables and indicators in this study met the validity and reliability criteria and were therefore suitable for further analysis.

Table 2. Reliability and validity of the variables and item

Variables	Item	Outer Loading	Composite Reliability	Status
Well-Being (WB)				Reliable
	WB1	0,810	0,850	Valid
	WB2	0,805	(Reliable)	Valid
	WB3	0,824		Valid
	WB4	0,921		Valid
	WB5	0,895		Valid
	WB6	0,779		Valid
Work Motivation (WM)				Reliable
	WM1	0,771	0,935	Valid
	WM2	0,772	(Reliable)	Valid
	WM3	0,777		Valid
	WM4	0,709		Valid
	WM5	0,738		Valid
	WM6	0,720		Valid

				Reliable
Job Satisfaction (JS)	JS1	0,816	0,838	Valid
	JS2	0,762	(Reliable)	Valid
	JS3	0,731		Valid
	JS6	0,749		Valid
				Reliable
Service Quality (SQ)	SQ3	0,849	0,884	Valid
	SQ6	0,849	Reliable	Valid

### 4.3 Hypotheses Testing

Table 3. Hypothesis testing: direct effect

The Effect of Each Variable	Path Coefficient	T-statistics (O/STDEV)	P-values	Status
$H_1$ : WB -> SQ	0,408	4,768	0,000	ACCEPTED
$H_2$ : WM -> SQ	0,408	6,034	0,000	ACCEPTED
$H_3$ : WB -> JS	0,465	6,965	0,000	ACCEPTED
$H_4$ : WM -> JS	0,498	7,828	0,000	ACCEPTED
$H_5$ : JS -> SQ	0,138	1,478	0,140	NOT ACCEPTED
$H_6$ : Mediating WB -> SQ	0,064	1,390	0,165	NOT ACCEPTED
$H_7$ : Mediating WM -> SQ	0,069	1,399	0,162	NOT ACCEPTED

Table 3 presents the results of hypothesis testing ( $H_1-H_7$ ). Hypothesis 1 states that well-being has a significant positive effect on service quality, and the p-value of 0.000 ( $< 0.05$ ) and positive regression coefficient ( $\beta = 0.408$ ) support this claim. This finding confirms that employees in better psychological and emotional conditions tend to provide higher-quality services. In the context of the studied organization, the psychological emotional dimension appears to be the most influential because public service delivery requires emotional stability, patience, and interpersonal sensitivity. However, the strength of this relationship may depend on organizational governance quality; in less adaptive, bureaucratic environments, the positive impact of well-being may be dampened.

$H_2$  suggests that work motivation has a significant positive effect on service quality ( $p = 0.000$ ;  $\beta = 0.408$ ). This suggests that motivated employees demonstrate stronger discipline, responsiveness, and commitment to serving the public. In the observed institution, motivation likely translates directly into service behavior because most tasks are procedural and performance-driven. Thus, higher motivation quickly manifests in observable service improvements across reliability, responsiveness, assurance, empathy, and tangibles.

$H_3$  indicates that well-being significantly affects job satisfaction ( $p = 0.000$ ;  $\beta = 0.465$ ). This result implies that when employees feel physically and psychologically supported, they evaluate their jobs more positively. In this organization, well-being programs and work-life balance conditions likely contribute to emotional comfort at work, which strengthens satisfaction levels. This finding reinforces the view that well-being functions not only as a preventive factor against dissatisfaction but also as a positive driver of employees' work experience.

$H_4$ : Work motivation significantly influences job satisfaction ( $p = 0.000$ ;  $\beta = 0.498$ ). Employees with stronger intrinsic and extrinsic motivation tend to feel more fulfilled because their needs for achievement, recognition, and self-development are better met. In the studied agency, motivational factors may be closely tied to performance appraisal and recognition systems, which explains the relatively strong coefficient.

In contrast,  $H_5$  shows that job satisfaction does not significantly affect service quality ( $p = 0.140$ ;  $\beta = 0.138$ ). Although the relationship is positive, it is statistically insignificant. This suggests that in this public sector context, job satisfaction does not automatically translate into better service performance. One plausible explanation is that service quality in government institutions is highly regulated by standard operating procedures, supervision mechanisms, and resource constraints. Consequently, employee behavior in service delivery may be more compliance-driven than attitude-driven, weakening the direct role of satisfaction.

Regarding mediation testing, the indirect effect of well-being on service quality through job satisfaction ( $H_6$ ) was not significant ( $p = 0.165$ ;  $\beta = 0.064$ ). Similarly, the indirect effect of work motivation on service quality through job satisfaction ( $H_7$ ) was also not significant ( $p = 0.162$ ;  $\beta = 0.069$ ). These results indicate that job satisfaction did not mediate the relationships. Based on the mediation analysis, the direct effects of well-being and motivation on service quality remained stronger than the indirect paths through job satisfaction. The bootstrapping confidence intervals for both indirect effects included zero, confirming the absence of mediation. Therefore, the total effects were largely driven by direct relationships.

The absence of mediation may be explained by the structural characteristics of the organization studied. Public service delivery in this agency appears to be strongly governed by formal procedures, hierarchical controls, and performance monitoring. Under such conditions, well-being and motivation can directly shape employees' service behavior without necessarily passing through attitudinal states, such as job satisfaction. Additionally, the relatively routine nature of administrative services may reduce the behavioral variability typically explained by satisfaction. This contextual explanation helps clarify why the findings differ from those of prior studies that reported significant mediating roles of job satisfaction.

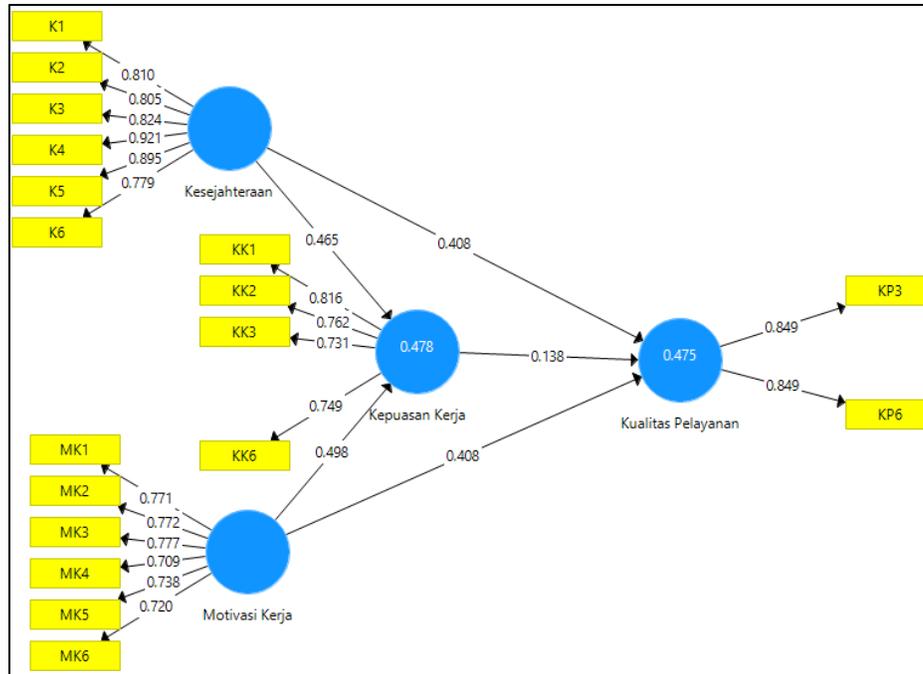


Figure 1. Research model after modification

## 5. Conclusions

### 5.1 Conclusion

This study examines the effects of well-being and work motivation on service quality, with employee job satisfaction as a mediating variable, at the *DINDIKPORA* Rembang Regency. The results indicate that well-being and work motivation have significant positive effects on service quality. Well-being and work motivation also significantly influenced job satisfaction. However, job satisfaction did not have a significant direct effect on service quality and did not mediate the relationships between well-being, work motivation, and service quality. These findings suggest that, in this organizational context, service quality is more strongly shaped by direct employee conditions and institutional work systems than by attitudinal factors such as job satisfaction.

### 5.2 Research Limitations

This study has limitations in terms of its scope, as it was only conducted on non-teaching staff at the Rembang Regency Education, Youth, and Sports Office; therefore, the results of this study cannot necessarily be generalized to other government agencies or different public service sectors. Furthermore, this study only used four variables; therefore, it is possible that other variables, such as organizational culture, work ethic, and employee competence, which may also influence service quality, have not been examined in this study.

Based on these limitations, future researchers are advised to expand the scope of their research to a broader range of subjects so that the results of the research have a higher level of generalizability. Future research could also add other variables, such as organizational commitment, work discipline, or leadership style, to examine a more comprehensive effect on service quality. In addition, future researchers could also use mixed methods to obtain more in-depth data through interviews or direct observations so that the research results do not depend only on the respondents' perceptions through questionnaires.

### **5.3 Suggestions and Directions for Future Research**

Based on the research results, the researchers suggest that the Rembang Regency Education, Youth, and Sports Office prioritize efforts to improve employee welfare and work motivation as the main strategy for improving service quality. This is important because the study results prove that welfare and work motivation have a direct and significant effect on service quality, whereas job satisfaction has no significant effect. Therefore, improving service quality can be more effectively achieved through policies that improve welfare conditions, such as improving work facilities, maintaining a safe and comfortable work environment, providing performance-based incentives, providing allowances in accordance with workloads, and fulfilling employee rights in accordance with applicable standards. In addition, agencies are also advised to increase work motivation through clear recognition of work results, an objective reward system, increased career development opportunities, and expanded access to training and competency development so that employees feel they have clearer work values and goals.

Although job satisfaction in this study was not proven to affect service quality, agencies still need to maintain a harmonious work atmosphere, create good working relationships between employees and superiors, maintain open internal communication, reduce unnecessary psychological pressure, and build a work culture that supports cooperation so that employees continue to feel comfortable at work and do not experience a long-term decline in motivation. Another suggestion is that agencies conduct regular evaluations of their service systems and SOPs so that the services provided can be more adaptive and responsive to the demands of change and community needs. With a combination of policies to improve welfare, strengthen work motivation, and improve service management, it is hoped that the quality of public services at the Rembang Regency Education, Youth, and Sports Office will continue to improve sustainably.

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### **Author Contributions**

MS contributed to the conceptualization, study design, data collection, manuscript drafting, and final approval. MM was responsible for data analysis, manuscript revision, and final approval. FM supervised the study, provided critical revisions, and approved the final manuscript. This statement ensures transparency and clarifies individual accountability for work.

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