THE INFLUENCE OF MANAGEMENT FUNCTIONS ON COMMUNITY SATISFACTION THROUGH SERVICE QUALITY FOR DISTRIBUTION OF 3 KG ELPIJI GAS SUBSIDIES FOR COMMUNITY MARKETS IN TANJUNG PINANG CITY

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Abstract
This study aims to determine the influence of planning, organizing, actuating and controlling management functions on community satisfaction and service quality. The hypothesis proposed is that planning affects community satisfaction, organizing influences community satisfaction, actuating affects community satisfaction, controlling affects community satisfaction, planning influences service quality, organizing influences service quality, actuating affects service quality, controlling affects service quality. Planning affects community satisfaction through service quality, organizing affects community satisfaction through service quality, actuating affects community satisfaction through service quality, controlling affects community satisfaction through service quality. The sample in this study was all Tanjungpinang city residents who held the Puan Molek card with a total of 199 respondents. The data obtained were analyzed using data analysis techniques with PLS software tools. The results of the study show that planning has a significant positive effect on service quality. Organizing has a significant positive effect on service quality. Actuating has a significant positive effect on service quality. Controlling affects community satisfaction through service quality. Planning for community satisfaction through service quality is significant positive. Organizing affects community satisfaction through significant positive service quality. Actuating affects community satisfaction through significant positive service quality. Controlling affects community satisfaction through significant positive service quality.

Keywords: Management Functions, Planning, Organizing, Actuating, Controlling, Community Satisfaction, Service Quality, PLS

1. INTRODUCTION
In the human resource management system, service is the main indicator in seeing the level of community satisfaction. Public services carried out by government officials are currently felt to have not met the expectations of society conveyed through the mass media and social networks. Of course, if these complaints are not handled, they will have a negative impact on the government. Furthermore, it can lead to distrust from the public. One of the efforts that must be made in improving public services is to conduct a community satisfaction survey of service users by measuring the satisfaction of service user communities. Efforts to improve service quality require several indicators that must be paid close attention, namely by implementing appropriate management functions. The factor that can determine the satisfaction of public service objects is
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the condition of management functions (POAC). Management functions (POAC) namely Planning, Organizing, Actuating, and Controlling. A management can be said to be successful if the four functions above can be carried out properly.

The Municipal Government of Tanjung Pinang has several problems in the performance and quality of LPG gas distribution services. This is caused by several inequalities such as; the selling price of LPG gas which is considered expensive at the base, and the targeted recipients of subsidized LPG gas so far in the City of Tanjung Pinang. In the regulations binding the policy, it is known that the distribution of 3 Kg LPG gas is only intended for the poor in Tanjung Pinang City. Responding to the issue of subsidized retail gas prices in the City of Tanjung Pinang, this was issued Mayor's Decree (SK) number 432 of 2018 dated 29 November 2018 concerning Determination of the Highest Retail Price (HET).

From the observations made by the author, the scarcity of subsidized LPG gas is still not sufficient for target households due to the attitude of the middle and upper class people who continue to use subsidized LPG gas. As a result, the 6,720 gas cylinders which are distributed daily to bases do not meet RTS's demand for LPG in the city of Tanjung Pinang. Therefore, the authors have the assumption that the government authorities have not been optimal in planning the female attractiveness card program, and the policies that have been made have not been well coordinated. And if observing from the availability of subsidized elixir gas intended for the poor it does not meet the needs of RTS, the authors assume that there is still a lack of government oversight in coordinating the distribution of subsidized liquefied petroleum gas in the city of Tanjung Pinang. Based on the previous description, the writer will conduct research with the title: The Influence of Management Functions on Community Satisfaction Through Service Quality for the Distribution of 3 Kg Elpiji Gas Subsidies for Community Markets in Tanjung Pinang City.

2. FOUNDATION OF THEORY

2.1. Community Satisfaction

Satisfaction is a positive response from customers which is indicated by things such as feelings of pleasure, fulfillment of expectations for a performance and service. According to Sumarwan (2011: 261), satisfaction is the level of feeling after comparing the perceived performance/results with expectations. Community satisfaction is the opinion of the community in obtaining services from public service delivery apparatus by comparing their expectations and needs (Kepmen PAN number 16 of 2014). Tjiptono (2011: 24), argues that customer satisfaction is determined by two things, namely complaints and customer expectations for services received from service providers. This shows that satisfaction is a function of impressions of performance and expectations. If performance is below expectations, customers will feel dissatisfied. On the contrary, if performance meets expectations, the customer will be satisfied. Every service provided is always oriented towards the goal of giving satisfaction to the community. According to Purnama (2012: 208), that one's satisfaction can be seen from the level of acceptance of the services obtained.

2.2. Management Function

In general, management activities within the organization are directed to achieve organizational goals effectively and efficiently. Management is a process of working together between individuals and groups as well as other resources in achieving goals, the organization is as a management activity. In other words, leadership activities are only found within an organization, both business organizations, schools and others (Syafaruddin, 2017: 41). George. R. Terry (2005: 67) states, management includes activities to achieve goals, carried out by individuals who...
contribute their best efforts through predetermined actions. According to Stoner and Winkel "Management is the process of planning, organizing, leading,

2.3. Quality of Service

Services should be able to fulfill the satisfaction of the object served, because the level of satisfaction of the object served is one of the benchmarks that the service provided meets the normative standards expected by the community. In order to achieve the set goals, good and quality service is needed. According to Afandi (2018: 43) public service is essentially the provision of services to the public which is the obligation of the state apparatus as a public servant. The public services provided are expected to be of higher quality day by day.

3. RESEARCH METHOD
3.1. Type of Research

The type of research to be used is associative quantitative research, namely research that asks the relationship between two or more variables. This study aims to determine the influence of variables, namely the influence of variables (X) Management functions through intervening (z) quality of service on (Y) on community satisfaction.

3.2. Time and Location of Research

This research was conducted in the City of Tanjung Pinang with the research object being the recipient of a beautiful lady card. The research was conducted from May 2022 to October 2022.

3.3. Population

The population is a generalization of all subjects and objects from existing research. The population in this study is all the people of Tanjung Pinang City who become Puan Card distribution target as many as 7,296 souls.

3.4. Sample

In this study, the authors narrowed down the population, namely the total number of residents of Tanjung Pinang City who became Puan Card distribution target as many as 7,296 people by calculating the sample size which was carried out using the Slovin technique.

\[ n = \frac{N}{1 + Ne^2} \]

Based on the slovin theory calculation above, the total population in this study is 199 people from Tanjung Pinang City who are target.

3.5. Data Collection Techniques

For the purposes of analysis of the problems under study, data collection is carried out using the following techniques:

1. Interviews are questions and answers directly to related parties to obtain the desired data and information.
2. The distribution of the questionnaire contains questions from each research variable, where the number of questions from each of these variables is 5 questions. Furthermore, these questions are weighted based on a Likert scale with a weighting value of 1 to 5.
3. Document Study, namely studying and observing data or reports contained in the Riau Archipelago Provincial Health Office.
4. RESULTS AND DISCUSSION

4.1. Research Results

This research was conducted with the aim of testing, analyzing and knowing the influence of Planning Management Function, Organizing Management Function, Actuating Management Function and Controlling Management Function with Service Quality as an Intervening Variable on Community Satisfaction with the subsidized 3 KG LPG GAS distribution program. This research consists of six latent variables where four are in the form of independent, one dependent variable and one intervening variable. This research was conducted by distributing questionnaires to 199 people who received the Puan Molek card in the city of Tanjungpinang.

1) Direct Influence results data

<table>
<thead>
<tr>
<th>Matrix</th>
<th>Original sample</th>
<th>Sample mean</th>
<th>Standard Deviations</th>
<th>T Statistics</th>
<th>P Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLN -&gt; KP</td>
<td>0.404</td>
<td>0.403</td>
<td>0.073</td>
<td>5555</td>
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<tr>
<td>PLN -&gt; KM</td>
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<td>0.078</td>
<td>1,838</td>
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<tr>
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<td>0.264</td>
<td>0.071</td>
<td>3,623</td>
<td>0.000</td>
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<tr>
<td>ORG -&gt; KM</td>
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<td>0.209</td>
<td>0.080</td>
<td>2,599</td>
<td>0.010</td>
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<tr>
<td>ACT -&gt; KP</td>
<td>0.259</td>
<td>0.262</td>
<td>0.070</td>
<td>3,708</td>
<td>0.000</td>
</tr>
<tr>
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<td>0.032</td>
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<tr>
<td>CTR -&gt; KMs</td>
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<td>0.102</td>
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<td>0.834</td>
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<td>KP -&gt; KM</td>
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<td>0.668</td>
<td>0.089</td>
<td>7,487</td>
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2) Indirect Influence result data

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<tbody>
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<td>0.270</td>
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<td>0.126</td>
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<td>2,153</td>
<td>0.032</td>
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</tbody>
</table>
4.2. Discussion

Based on the results of data analysis, the following discussion can be carried out:

1) The direct influence of the Planning Management Function on Service Quality

The results of the analysis show that the hypothesis is accepted. Where the results of the study stated that the planning management function had a positive and significant effect on service quality. The results of this analysis provide information that the stronger and more mature the planning (Planning) is made, the higher the quality of service provided by the Tanjungpinang city government regarding the subsidized 3 Kg LPG Gas Distribution Program.

The results of this study are in accordance with the theory put forward by George. R. Terry (2005:67) states, management includes activities to achieve goals, carried out by individuals who contribute their best efforts through predetermined actions. This includes knowing what they should do, determining how to do it, understanding how they should do it and measuring the effectiveness of their business efforts.

In other words, the Planning Management Function in providing service quality in the subsidized 3 Kg LPG gas distribution program in Tanjungpinang City has been very good, this is probably because the Tanjungpinang City Government has previously carried out a good planning function in a mature and optimal manner so as to minimize the occurrence of incidents which is not expected both in administrative and operational activities. One of the things that is done is to provide proper direction to employees who work in the service section to be able to carry out their duties and functions properly and in accordance with the standards that have been set by continuing to provide good quality services so that the goals are achieved. In the subsidized 3 Kg LPG gas distribution program, it can run well and is right on target.

2) The direct influence of the Planning Management Function on Community Satisfaction

The results of the analysis show that the hypothesis is rejected. Where the results of the study state that the management function of Planning has a positive but not significant effect on Community Satisfaction. The results of this analysis provide information that the management function of Planning has a positive but not significant direct effect on community satisfaction.

In other words, the higher the planning that is made does not directly give satisfaction to the community with the subsidized 3 Kg LPG Gas Distribution Program.

The results of this study are in accordance with the theory put forward by Vidi Adhitama (2022) where the research results show planning, organizing, implementing and supervising have a positive influence on service effectiveness either simultaneously or partially.

3) The Direct Influence of Organizing Management Functions on Service Quality.

The results of the analysis show that the hypothesis is accepted. Where the results of the study stated that the Organizing management function had a positive and significant effect on service quality. The results of this analysis provide information that the Organizing management function has a positive and very significant direct effect on service quality. In other words, the higher the good organizational function, the higher the quality of service provided by the Tanjungpinang city government related to the subsidized 3 Kg LPG Gas Distribution Program.

The results of this study are in accordance with the theory put forward by Siagian (2015) asserting that organizing is a process of managing all the resources in an organization. This arrangement includes the division of tasks, tools, human resources, authority and so on to avoid confusion in the implementation of activities. To succeed in the implementation of the subsidized 3 Kg LPG Gas distribution program, the Tanjungpinang City government as an organizational function always tries to place human resources or employees who have good
competence and performance as the spearhead of service. This is done in the hope of providing the best quality service to the public card user causing a sense of satisfaction to the community because it has been given excellent service quality.

4) The Direct Influence of Organizing Management Functions on Community Satisfaction.

The results of the analysis show that the hypothesis is accepted. Where the results of the study stated that the Organizing management function had a positive and significant effect on Community Satisfaction. The results of this analysis provide information that the Organizing management function has a positive and very significant direct effect on community satisfaction. In other words, the higher the good organizational function, the higher the level of public satisfaction with the subsidized 3 Kg LPG Gas Distribution Program provided by the Tanjungpinang city government.

5) The Effect of the Actuating Management Function on Service Quality

The results of the analysis show that the hypothesis is accepted. Where the results of the study state that the Actuating management function has a positive and significant effect on service quality. The results of this analysis provide information that the Actuating management function has a positive and very significant direct effect on service quality. In other words, the higher the Actuating, the higher the quality of service provided by the Tanjungpinang city government regarding the subsidized 3 Kg LPG Gas Distribution Program.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

The results of the findings of data analysis in the discussion and testing of hypotheses, it can be concluded as follows:

1) The direct influence of the Planning Management Function variable on the Service Quality variable has a path coefficient value of 5.555 (positive), a P-Values of 0.000 <0.05, so it can be stated that there is a significant direct influence of the Planning Management Function on Service Quality.

2) The direct effect of the variable of the Planning Management Function on the Community Satisfaction variable has a path coefficient of 1.838 (positive), the P-Values of 0.067 <0.05, so that it can be stated that there is a positive direct effect but not significant between the Planning Management Function on the Community Satisfaction variable.

3) The direct effect of the variable of the Organizing Management Function on the Service Quality variable has a path coefficient of 3.623 (positive), the P-Values of 0.003 <0.05, so it can be stated that there is a significant positive direct effect of the Organizing Management Function on the Service Quality variable.

4) The direct effect of the variable of the Organizing Management Function on Community Satisfaction has a path coefficient of 2.599 (positive), a P-Values of 2.599 <0.05, so it can be stated that there is a significant direct effect between the Organizing Management Function on Community Satisfaction.

5) The direct effect of the Actuating Management Function variable on Service Quality has a path coefficient of 3.708 (positive P-Values of 0.010 <0.05, so it can be stated that there is a significant positive direct effect between the Actuating Management Function on Service Quality.

5.2. SUGGESTIONS

Based on the conclusions from the results of the research above, in accordance with the objectives of this study, it can be suggested to the Tanjungpinang City government and for the advancement of management economics science, it is suggested as follows:
To increase public satisfaction with the subsidized 3 Kg LPG Gas Distribution program, careful planning is needed. This needs to be done to avoid the same mistakes as the previous year. Preferably in the preparation of program planning, it is necessary to involve stakeholders related to future planning to be better so that it can increase community satisfaction.

To increase public satisfaction with the subsidized 3 Kg LPG Gas Distribution program, there are several functions that need to be considered, including the organizing function, this is important because good organization will improve satisfaction. Things that need to be done include the placement of employees must be in accordance with competence, and the division of tasks and authority must be in accordance with the position held.

To increase public satisfaction with the subsidized 3 Kg LPG Gas Distribution program, there are several functions that need to be considered, including actuating (movement). It is better for the Tanjungpinang city government to place more senior employees as leaders in the service department so that they can provide motivation and guidance to young employees to be able to contribute more with quality services.

To increase public satisfaction with the subsidized 3 Kg LPG Gas Distribution program, there are several functions that need to be considered, including controlling (supervision). Tight supervision will make the distribution of LPG gas more targeted so that there are no residents who do not get gas cylinders. For example, it is necessary to carry out sudden surveillance of the GAS depot or base so that it can be seen whether there is fraud or not on the part of the depot or base.

To increase public satisfaction with the subsidized 3 Kg LPG Gas Distribution program, there are several functions that need to be considered, including service quality. Good service quality will automatically increase community satisfaction. There are several things that need to be done to improve the quality of service, including the placement of human resources in accordance with their competence, there is a set time limit for handling public complaints.

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