Impact of cultural behavior of civil servants on citizens' satisfaction with public services: a survey on licensing services of Indonesian local government agencies

Abstract: The low level of citizens' satisfaction in obtaining public services is caused by the cultural behavior of government employees. Therefore, many governments in developing countries have been reforming the organizational cultures to improve performance in providing services. This study evaluates influence of the cultural aspects of the public servants reform program on the citizens' satisfaction in obtaining services. Through a survey of citizens who received services in four regencies and a city in Yogyakarta, Indonesia, this study found that cultural aspects of the public servant behavior that affect people's satisfaction, from the highest to the lowest levels, are "obey social norms", "keeping harmony", "empathy attitude", "strong ties to the community", and "cooperative attitude", respectively. In order to improve employee performance and citizens' satisfaction with the public services, government officials must focus and pay more attention to the cultural aspects.

Keywords: cultural behavior; civil servant; citizen satisfaction; public services; local government; Indonesia.

1 Introduction

Low level of citizens' satisfaction is one of the most important problems regarding government's services in Indonesia. Many studies showed that the major problems facing the Indonesian local governments in providing various kinds of public services are low level of quality services and community dissatisfaction with provision of goods and services (Winters et al., 2014; Joewono et al., 2016; Wardhani et al., 2017; Napitupulu et al., 2018). The low level of citizens' satisfaction is not only occured in Indonesia but also in other developing countries. For examplle, although government agencies in Jamaica had some strategies to reform services delivering, people satisfaction level with public services was still in low levels (Smith and Charles, 2018). Empirical study also found that citizens' satisfaction in Mauritian health sector did not yet increase becouse public managers hesitated in implementing performance management program (Chittoo and Ramphul, 2008).

The most important factor that causes citizen dissatisfaction with public services in Indonesia is the cultural behavior of government employees. It is generally known that this cultural behavior is rooted in the values of patrimonialism that developed in the government bureaucracy for a long time. Therefore, the government employees not only do not serve the people well (Blunt et al., 2012), but also commit corruption (Budiman et al., 2013) and collusion (Ibrahim et al., 2018).

To solve this problem, Indonesian government is struggling to carry out bureaucratic cultural reform program. The aim of the reform is primarily to change the culture of employees to become good cultural behavior so that they can provide public services that satisfy citizens (Gaus et al., 2017). In order to improve the cultural behavior so that it can

increase quality of public services and citizen's satisfaction, the Indonesian government has been implemented the Act No. 25, 2009 regarding public services and public servants behavior. In addition, the government has issued the President Regulation No. 81, 2010 on the grand design of bureaucratic reform and the Regulation of The Minister of State Apparatus and Bureaucratic Reform of The Republic of Indonesia No. 39, 2012 on the guidelines for work culture development and No. 14, 2017 concerning guidelines for development of community satisfaction survey at agencies of public services. Even in regional level, the Governor of the Special Region of Yogyakarta has launched The Regulation of the Governor of the Special Region of Yogyakarta No. 72, 2008 and No. 53, 2014 regarding guidelines for the implementation of government culture. The government culture that used as cultural behavior of public servants is rooted in positive aspects of Javanese culture.

Until now only a few studies has been conducted on cultural behavior of public servants in relation to citizens' satisfaction in obtaining public services. A study investigated complicated requirements and procedures, uncertain time, swollen costs, and unskilled human resources that causes many entrepreneurs who are not licensed by Indonesian local government (Nugraha et al., 2015). Other study found that less educated civil servants and low level of management and leadership affected the low performance of local e-procurement in three of Indonesian local governments (Nurmandi and Kim, 2015). Different study evaluated the level of quality public services and the brand image model of the hospital that determine the level of patient satisfaction in public hospitals in Bandung, Indonesia (Juhana et al., 2015). Other study reviewed the level of quality of physical environment, technical quality, and functional quality that influence the level of satisfaction of the community in making drive license in the police agency in Indonesia (Indahingwati, 2017). Similar study observed the level of service quality and customer value that impacts on the level of patient satisfaction in receiving services in public hospitals in Indonesia (Surydana, 2017).

This study complements the scarcity of research regarding citizens' satisfaction in receiving public services, especially it is relation to culture. This study not only explores citizens' satisfaction in receiving public services but also investigates aspects of the cultural behavior of civil servants that influence the citizens' satisfaction. Purpose of this study is to look for aspects among the cultural behavior of local government civil servants, which have more impact on citizen's satisfaction on public services. Main research question of the study is which aspects among the cultural behavior of the civil servants have more impact on the citizen's satisfaction with public services? Benefit of the study is very usefull for finding out solutions to enhance the level of citizen's satisfaction on public services.

2 Literature review

2.1 Citizens' satisfaction of public services

Citizens' satisfaction is a level where citizens feel satisfied or dissatisfied of goods and services provided by government agencies. Citizens' satisfaction also refers to people's feelings whether the services provided by the government meet expectations of citizens or not. Many governments often fail to provide public services that can satisfy citizens (Blixt and Kirytopoulos, 2017). Local governments often lack expertise and funds, and negative interests of elites in improving service quality and citizens' satisfaction (Steiner et al., 2018).

There are several measures used by scholars to assess the level of citizens' satisfaction regarding quality of public services that government provides. A study relating to public services of local government in England used citizens' satisfaction indicators (James and

Moseley, 2014). The main aspects of citizens' satisfaction are tangibles, reliability, responsiveness, assurance, and empathy. Furthermore, the customer satisfaction index (CSI) is modified by scholars for measuring citizens' satisfaction with the provision of e-government services as a form of citizen trust in the government (Osman et al., 2014). Other study stated that citizens' satisfaction consists of the quality of goods and services produced, reasonable prices, time to respond to citizens' needs, the number of errors, professional work, and compliance with employee rules and obligations (Vigoda-Gadot and Cohen, 2015). Empirical study in Russia found that satisfaction of client needs only can be met by young staff, meanwhile most of the public servants had no skills and requirements (Vasilieva and Rubtcova, 2017). Futhermore, the annual citizen survey of San Francisco municipal services found that citizen satisfaction was associated with public administrators accountable for performance and citizen participation (Wu and Jung, 2016). In other place, civil services in India depended on huge manpower resources and new performance system (Pande and Jain, 2017).

The Indonesian government has formulated citizens' satisfaction indicators through the Regulation of the Minister of State Apparatus and Bureaucratic Reform No. 14 of 2017. The regulation contains general instruction of survey method of community satisfaction. According to the regulation, public service providers are employees of government agencies that carry out the duties and functions of public services in accordance with laws and regulations. Recipients of public services are people, communities, government agencies and the business world, who receive services from the public service providers. Citizens' satisfaction is the result of people's opinions and assessments of the performance of services provided by public servants at local government agencies and their perception of the behavior of the public servants. The purpose of this regulation is to measure the level of citizens' satisfaction. The objectives of this regulation are promoting citizens' participation as service users in assessing public services, encouraging service providers in innovating delivery of public services, and measuring level of citizens' satisfaction with public services.

2.2 Culture and Public Services

Culture is defined by experts with various meanings. There are experts who said that culture is an individual characteristic as part of its environment. Other experts stated that culture is a system of meaning in shared life. Other experts argued that culture is the nature of individuals based on their environment. In general, culture was defined as the rules of society, habits of life, responsibility of actions, and moral self. Culture was influenced by community language, gender, human race, geographical environment, and one's work. The culture of a community group was different from that of other groups (Aldraehim et al., 2012). In the context of public organizations, culture was values, norms, beliefs, attitudes rooted in traditions that influence work behavior and policy making (Gumede, 2015).

Some scholars have analyzed the influence of organizational culture on improving public services needed by citizens. Empirical study in French public service establishment found that organisational values influenced personnel and human resources system (Hernandez, 2008). Organizational culture influenced the emotional intelligence of employees to adjust to learning organizations. Through learning organizations, employees could get a lot of knowledge and experience, so they could work better (Hasan Danaeefard, 2012). General cultural factors greatly influenced the improvement of the quality of employee performance in government institutions in the health sector (Davis et al., 2014). Workers' participation in the AmeriCorps national service program, which had a long-term impact on good national employee culture, greatly influenced the increase of workers' commitment to the public interest and civil awareness (Ward, 2014). Work-oriented and results-oriented cultures

relating to organizational culture and individual behavior in the knowledge management process influenced budget efficiency, activity effectiveness, and program innovation, and the quality of public services and customer satisfaction (Chang and Lin, 2015). Organizational culture, which contains group values and beliefs in the organization, had a positive and significant influence on individual motivation for innovative work behavior (IWB), which causes high organizational performance and organizational success (Eskiler et al., 2016). Variations in organizational culture correlated with an increase in the effectiveness of lean process systems (Pakdil and Leonard, 2015). High levels of employee motivation affected them to work better in providing public services (Andrews, 2016). A good organizational culture and a high level of emotional intelligence led to high levels of employee performance (Igbinovia and Popoola, 2016).

On the contrary, a study found that negative traditional culture was a barrier to the reform of public management and civil service. Old organizational culture, such as the attitude of unwillingness, organizational elites who do not want to support subordinates, low levels of collaboration, lack of quality personnel, became obstacles to develop e-government and public services for citizens   (Waller and Genius, 2015).

From the description of the views and studies of the experts above, it can be concluded that the culture that possessed by government employees, which contains norms, beliefs, attitudes, behaviors, influences positively or negatively citizens' satisfaction in receiving public services.

2.3 Javanese culture and public services

Culture in Indonesia is dominated by Javanese culture. This is due to Javanese as the largest number of Indonesian population. In addition, most of the Javanese population are muslims (Vickers, 2013). Javanese culture is the result of acculturation between the philosophical values of Javanese culture and Hindu-Buddhist and Islamic values. This can be seen, for example, in the "*sekaten*" tradition in which politeness, hospitality and wisdom attitudes are developed (Mulyana, 2017). The values of Javanese culture embraced include tolerance, peace, resigned, sincere, patience, and highly spiritual world (Rianingrum et al., 2015). Futhermore this cultural values covering mutual cooperation (mutual assistance) – means as intensive cooperation (helping each other), democracy – means as best choice, religion – means as spirituality, harmony – means as faith and peace, hospitality – means comfort, continuous fanaticism (religious) – means as strong ties to values of kindness, and individualism – means as pay attention to your own needs (Sihombing, 2013). In addition this culture includes a high spiritual relationship to God, a firm view of good and evil in life, a strong bond to the community and extended family, courage to sacrifice to achieve something good, support for the view of the importance of the hereafter, and lessons from memory past (J. Wong-MingJi et al., 2014).

The Regulation of the Governor of the Special Region of Yogyakarta No. 72, 2008 and No. 53, 2014 regarding guidelines for the implementation of government culture based on positive values of the Javanese culture. The regulation explains that government culture is the value and work habits that are standardized as measurements of work behavior of the apparatus in order to give direction towards the vision and mission of the organization, namely to provide public services that can satisfy the citizens. All of the regulations are intended to improve the cultural behavior of civil servants, so that their cultural behavior can affect citizens' satisfaction in obtaining public services. According to the regulations, the cultural behavior of civil servants includes "strong ties to the community", "empathy attitude", "cooperative attitude", "doing obligation", "honest and trustworthy", "obey social norms", and "keeping harmony". According to the regulation, meaning of each aspect of the

cultural behavior of the civil servants can be explained as follows. Strong ties to the community means that the public servants have to be sincere and fair to others, to provide convenience to others, and to prioritize the interests of society rather than individuals and groups. Empathy attitude means that the civil servants have willingness to be an active listener so that they can understand the needs of the community, willingness to learn to add information to anticipate community needs, and willingness to prioritize community needs. Cooperative attitude means that the public servants have desire to share knowledge with others, build communication with others, and look for solutions to problems. Doing obligation means that the civil servants have to carry out service obligations, to respons service obligations, and do not deceive the public in carrying out service obligations. Honest and trustworthy means that the public servants have to be consistent between words and deeds, to keep the promises made, to obey social norms, and to comply with the values of universal goodness. Keeping harmony means that the civil servants have speaking in good and polite language, acting does not impose the will on others, and avoiding conflict and prioritize deliberation to consensus.

Theoretical framework of this study uses aspects of the cultural behavior of the civil servants in providing services as independent variables and citizens' satisfaction in obtaining public services as dependent variable. Based on the theoretical framework, the hypotheses are formulated as follows:

H1   Strong ties to the community aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.
H2   Empathy attitude aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.
H3   Cooperative attitude aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.
H4   Doing obligation aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.
H5   Honest and trustworthy attitude aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.
H6   Obey social norms aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.
H7   Keeping harmony aspect of the cultural behavior of civil servants has a significant effect on citizens' satisfaction in receiving public services.

3   Research method

This study has a target to test the impacts of the aspects of cultural behavior of civil servants in local government agencies on the citizens' satisfaction in obtaining public services. The reason why this study took the case in Special Region of Yogyakarta was first, the Javanese culture that dominate the Indonesian culture, including cultural behavior in government's bureaucracy, centered in Yogyakarta areas (Rianingrum et al., 2015; Herliana, 2015; Bogaerts, 2017; Ju et al., 2018),   and secondly, the government of Special Region of Yogyakarta has been implementing regulations regarding cultural behavior of public servants. This study took all of regencies and city in the Special Region of Yogyakarta Province, namely Sleman Regency, Bantul Regency, Kulonprogo Regency, Gunung Kidul Regency, and Yogyakarta City.

This study used a quantitative survey design which tested influence of independent variables on dependent variable. The respondents of this research were citizens who received

public services from licensing service agencies of local governments of the regencies and the city. Based on data from each of the government agencies, the sample of this study could be recorded as follows. Sleman Regency was 96 respondents, Bantul Regencies was 79 respondents, Kulon Progo Regency was 57 respondents, Gunungkidul Regency was 45 respondents, and Yogyakarta City was 104 respondents. Total sample of this study was 381 respondents. Respondents' perceptions towads aspects of cultural behavior of civil servants as independent variables and citizens' satisfaction with public services as the dependent variable were measured using 5 Likert scales: 1 - strongly disagree, 2 - disagree, 3 - neutral, 4 - agree, and 5 - strongly agree. This study applied correlation and linear regression analysis with the aim to examine hypotheses on the correlation between the independent variables and the dependent variable. Aspects and indicators of cultural behavior of civil servants and aspects and indicators of citizens' satisfaction with public services were taken from the contents of the regulations issued by the local government (see Appendix 1 and Appendix 2). All of these aspects and indicators are converted into Indonesian (language) questionnaires so that respondents can understand them.

Table 1. Respondents' demographics profile (n=381)

Characteristics	Yogyakarta City	Sleman Regency	Bantul Regency	Kulon Progo Regency	Gunungkidul Regency	Agregate
Gender						
Male	65	60	49	30	20	44.8
Female	39	36	30	27	25	31.4
Age						
15 – 25 years	46	37	32	26	18	31.8
26 – 35 years	31	26	25	13	13	21.6
36 – 45 years	20	23	16	10	10	15.8
46 – 55 years	7	10	6	8	4	7
Education level						
Elementary school	9	7	7	8	10	8.2
Senior high school	41	35	26	26	21	29.8
Diploma	6	8	9	3	2	5.6
Undergraduate	44	41	32	18	11	29.2
Graduate and postgraduate	4	5	5	2	1	3.4

4   Results and discussions

The research data that is illustrated in the Table 2 below, especially the means, exhibits level of frequency of independent and dependent variables. The levels are divided into three intervals that are: 1 to 2.33 which is considered low level of frequency, 2.34 to 3.67 which is regarded as middle level of frequency, and 3.68 to 5 which is considered high level of frequency. The independent variables included in high level category are obey social norms, cooperative attitude, honest and trustworthy, keeping harmony, strong ties to the community, and empathy attitude respectively. Meanwhile, the independent variable included in middle level category is doing obligation. These results can be interpreted as meaning that citizens who receive public services highly praise civil servants of local

government agencies for their obey social norms, cooperative attitude, honest and trustworthy, keeping harmony, strong ties to the community, and empathy attitude; whereas the citizens rather praise the public employees for their doing obligation in providing services. On the other hand, citizen satisfaction of dependent variable is categorized as high level. This finding can be interpreted that the citizens feel very satisfied with the services provided by the public employees. The citizens satisfy the services provided by the public servants, that include requirements (technical requirements; and administrative requirements), systems and mechanisms (service system; and mechanism for obtaining services), settlement time (the time needed to complete the service), fees/rates (fees paid are in accordance with the regulations), service products (service results are in accordance with the provisions), employee competence (employees have the knowledge, expertise, skills and experience), handling of complaints, suggestions and input (procedure for complaints; suggestions and inputs; and follow-up complaints, suggestions and inputs), and facilities and infrastructure (computer equipment, machines, and others; and building infrastructure, and others).

The findings that citizens highly praise the positive behaviour of cultural aspects of civil servants are in line with results of the scholars' studied that public servants gave time to respond to citizens' needs, avoided the number of errors, being professional workers, and implement rules and obey obligations (Vigoda-Gadot and Cohen, 2015). Futhermore, the findings of this study that the citizens feel very satisfied with the services provided by the public servants contradict the results of the previous studies that many governments often fail to satisfy citizens in providing public services (Blixt and Kirytopoulos, 2017) and that local governments often lack expertise in improving service quality and citizens' satisfaction (Steiner et al., 2018). The result of the study that the citizens satisfy the public services is very important becouse, according to scholars, the citizens' satisfaction is a key for encouraging citizen trust in the government (Osman et al., 2014).

Advantages of the positive behavior of cultural aspects of the local government employees in providing public services are comply with social values, cooperative attitudes, honesty and trustworthiness, maintain harmony, strong ties with the community, and empathetic attitudes. Moreover, the advantages of the satisfaction of the citizens in obtaining the community services are requirements, systems and mechanisms, settlement time, fees/rates, service products, employee competence, handling of complaints, and facilities and infrastructure of the local government service agencies.

Table 2. Means, standard deviations, and Cronbach's alpha

Variables	Means	SD	α
Strong ties to the community	3.865	3.2443	0.816
Empathy attitude	3.771	3.1158	0.729
Cooperative attitude	4.011	4.0711	0.740
Doing obligation	3.558	1.7345	0.853
Honest and trustworthy	3.974	2.0914	0.764
Obey social norms	4.104	4.2930	0.903
Keeping harmony	3.965	1.9054	0.874
Citizen satisfaction	4.293	3.0452	0.899

The field data that is described in the Table 3 below show the research hypotheses test of effects of the independent variables and the dependent variable. Using the path coefficients that must be significant (*p*-value) at smaller than 0.05 level (Henseler et al., 2009), results of

the test can be explained as follows: the statements that cultural behavior of civil servants in the forms of strong ties to the community, of empathy attitude, of cooperative attitude, of obey social norms, and of keeping harmony have significant effects on citizens' satisfaction in receiving public services have been supported. On the other hand, the statements that cultural behavior of civil servants in the forms of doing obligation and honest and trustworthy have significant effects on citizens' satisfaction in receiving public services have not been supported. The findings that the cultural behaviour positively improve performance are in line with some scholars who found that the organizational culture in the public organization can influence work condition and policy making (Gumede, 2015; Hasan Danaeefard, 2012; Davis et al., 2014; Eskiler et al., 2016; Pakdil and Leonard, 2015; Igbinovia and Popoola, 2016). Moreover, the findings that cultural behavior of the public servant improves quality of services and citizen satisfaction are in line with the scholars who stated that work culture enhance commitment to the public interest, civil awareness, and customer satisfaction (Ward, 2014; Chang and Lin, 2015; Andrews, 2016). On the contrary, the findings that the cultural behavior rooted in traditions improve citizens' satisfaction are not in line with scholars who stated that old organization cultures of public employees are barriers to develop public services for citizens (Waller and Genius, 2015).

Table 3. Research hypotheses tests

No	Variables	Sig	Hypothesis supported?
1	Strong ties to the community	0.001	Yes
2	Empathy attitude	0.000	Yes
3	Cooperative attitude	0.039	Yes
4	Doing obligation	0.721	No
5	Honest and trustworthy	0.077	No
6	Obey social norms	0.000	Yes
7	Keeping harmony	0.017	Yes

The research data that is described in the Table 4 below show the correlation and regression of the impacts of independent variables on dependent variable. The results can be explained as follows: mostly Javanese cultural behavior of civil servants has an impact positively and significantly on citizens' satisfaction in receiving public services. The impact levels of the aspects of Javanese culture on citizens' satisfaction from the highest to the lowest are obey social norms, keeping harmony, empathy attitude, strong ties to the community, and cooperative attitude, respectively. On the other hand, the aspects of the Javanese cultural behavior that have no impact significantly on the citizens' satisfaction are doing obligation and honest and trustworthy. A number of previous studies regarding aspects of Javanese culture in the community and government institution have done by scholars (Vickers, 2013; Mulyana, 2017; Sihombing, 2013; J. Wong-MingJi et al., 2014; and Rianingrum et al., 2015). Unfortunately, almost of those studies only described the aspects of the Javanese culture, e.g. politeness, hospitality, wisdom attitudes, tolerance, peace, resigned, sincere, patience, and highly spiritual world. Futhermore, there were no Indonesian and foreign scholars so far who evaluate Javanese culture in relation to public services, especially citizens' satisfaction in obtaining local government services.

The results can be interpreted to mean that the more the public servants in providing services obey social norms rooted in traditions, the more the citizens will feel satisfaction in receiving public services. The more the public servants in providing services keep harmony in their life together with their people, the more the citizens will feel satisfaction in receiving

public services. The more the public servants in providing services do empathy attitude to citizens' needs, the more the citizens will feel satisfaction in receiving public services. The more the public servants in providing services do strong ties to their community, the more the citizens will feel satisfaction in receiving public services. The more the public servants in providing services do cooperative attitude with the will of their people, the more the citizens will feel satisfaction in receiving public services. On the contrary, if the more public servants in providing services carry out obligations, the more citizens will feel satisfaction with the public services they receive. If the more public servants in providing services honest and trustworthy, the more citizens will feel satisfaction with the public services they receive.

Table 4. Impacts of independent variables on dependent variable

Variables	Correlation	Regression
Strong ties to the community => citizen satisfaction	0.329**	27%
Empathy attitude => citizen satisfaction	0.262**	29.4%
Cooperative attitude => citizen satisfaction	0.367**	21.8%
Doing obligation => citizen satisfaction	0.039	4.1%
Honest and trustworthy => citizen Satisfaction	0.065	5,2%
Obey social norms => citizen satisfaction	0.547**	52,4%
Keeping harmony=> citizen satisfaction	0.297**	36.7%

Notes: ** significant at 1%. * significant at 5%.

5 Conclusions

The main contribution of this study is first, to empirically survey the impacts of the cultural behavior of civil servants on citizens' satisfaction with public services, generally, and to test the aspects among the cultural behavior that have more impact on citizen's satisfaction. Some scholars in the same study hold the argument that cultural behavior in public and private organizations influence organizational performance and citizen or customer satisfaction in obtaining services, specifically. However, real observations and evaluations especially regarding the relationship between Javanese cultural behavior of local government employees in providing services with citizens' satisfaction in obtaining public services are very scarcity, if it doesn't want to say it doesn't exist.

Second, this study demonstrates statistically that most of the hypotheses have been supported. It shows that cultural aspects of obey social norms, keeping harmony, empathy attitude, strong ties to the community, and cooperative attitude encourage the citizens' satisfaction in receiving public services. On the other hand, cultural aspects of doing obligation and honest and trustworthy that the public servants are not doing well discourage the citizens' satisfaction in receiving public services.

Third, the findings of this study reveal the ranking of significant correlation from highest to lowest level of the aspects of the cultural behavior variable with the citizens' satisfaction in obtaining the public services are obey social norms, keeping harmony, empathy attitude, strong ties to the community, and cooperative attitude, respectively.

The findings of the study have practical implication advantage for local government agencies that apply the government culture programms in delivering services in how their officials could better finding out solutions to enhance the level of citizens' satisfaction in obtaining the services. They have to pay more attention to the effects of the aspects of the cultural behavior on the citizens' satisfaction. Base on the results of the research, they must

focus on the aspect of obey social norms, especially in complying with the values of universal goodness of the society, more attentively and treat the aspect as main concern, when they want to encourage citizens' satisfaction.

Eventhough the findings of this study have contribution for the same scientific theories and for the public servants who are obligated to provide services, this study has limitations. First, this study identifies aspects of cultural behavior that are not only based on general theories regarding the same theme, but also based on the specific explanation of indigineous Javanese-Indonesian. Therefore, interpretation of the aspects of the cultural behavior may be debatable for some experts and may not be fully perceptible. Second, the research collected the data only from local government agencies of the city and regencies of Yogyakarta Special Region and there were not too many respondents who were sampled, so that this study may have trouble with sampling representation. Third, the research selects only citizens who take delivery of services in local government agencies, it does not include other public organizations and private institutions, so that the study may obtain scientific criticism on its methodology.

Next studies regarding the same theme have to be done completely. First, in order to test the impact of the aspects of the cultural behavior, the future investigations should employ longitudinal research in order to have more time to observe the facts accurately. Second, the next studies should take in more public and private agencies and samples, so that it can ensure higher reliability. Finally, the upcoming researches have to seek to clarify the effect of the aspects of the cultural behavior of public servants in providing services on the citizens' satisfaction in obtaining services with other related concepts and indicators more exhaustively.

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Appendix 1

Aspects and indicators of citizens satisfaction of public services (based on Regulation of The Minister of State Apparatus and Bureaucratic Reform of The Republic of Indonesia No. 14, 2017 Concerning Guidelines for Development of Community Satisfaction Survey at Organization of Public Services):

a) Requirements (technical requirements; and administrative requirements).
b) Systems and mechanisms (service system; and mechanism for obtaining services).
c) Settlement time (the time needed to complete the service).
d) Fees/rates (fees paid are in accordance with the regulations).
e) Service products (service results are in accordance with the provisions).
f) Employee competence (employees have the knowledge, expertise, skills and experience).
g) Handling of complaints, suggestions and input (procedure for complaints; suggestions and inputs; and follow-up complaints, suggestions and inputs).
h) Facilities and infrastructure (computer equipment, machines, and others; and building infrastructure, and others).

Appendix 2

Factors and indicators of cultural behavior of public servant (based on The Regulation of the Governor of the Special Region of Yogyakarta No. 72, 2008 and No. 53, 2014 regarding Guidelines for The Implementation of Government Culture):

1. Strong ties to the community
   a. Be sincere to others.
   b. Provide convenience to others.
   c. Be fair to others.
   d. Prioritize the interests of society rather than individuals and groups
2. Empathy attitude
   a. Willingness to be an active listener so that they can understand the needs of the community.
   b. Willingness to learn to add information to anticipate community needs.
   c. Willingness to prioritize community needs.
3. Cooperative attitude
   a. Willing to share knowledge with others.
   b. Build communication with others.
   c. Look for solutions to problems.
4. Doing obligation
   a. Carry out service obligations.
   b. Responsible for service obligations.
   c. Do not deceive the public in carrying out service obligations.
5. Honest and trustworthy
   a. Consistent between words and deeds.
   b. Keep the promises made.
6. Obey social norms
   a. Comply with the values of universal goodness.
7. Keeping harmony
   a. Speak in good and polite language;
   b. Acting does not impose the will on others;
   c. Avoid conflict and prioritize deliberation to consensus.