The Effect of Work Facilities and Work Effectiveness on Public Satisfaction Through Service Quality at The Tungkal Ilir District Office, West Tanjung Jabung Regency

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Abstract: Public satisfaction is a key indicator of successful public service delivery. Achieving this satisfaction is inseparable from the availability of work facilities and the effectiveness of staff, which can drive optimal service quality. This study aims to analyze the influence of work facilities and work effectiveness on public satisfaction through service quality at the Tungkal Ilir District Office, West Tanjung Jabung Regency. This study used a quantitative approach with a survey method. The study population consisted of 396 service recipients, with a sample size of 123 respondents determined using the Slovin formula with a 7.5% margin of error. Data collection was conducted using a questionnaire with a five-level Likert scale. Data analysis used path analysis based on Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The results showed that work facilities and work effectiveness had a positive and significant effect on service quality. Furthermore, service quality had a positive and significant effect on public satisfaction. The results of the mediation test indicated that service quality was able to mediate the influence of work facilities and work effectiveness on public satisfaction. These findings confirm that improvements in work facilities and the effectiveness of civil servants need to be continuously optimized to improve service quality and public satisfaction.

Keyword: Work Facilities, Work Effectiveness, Service Quality, Public Satisfaction, PLS-SEM.

1.   INTRODUCTION

Public service is one of the primary functions of government in fulfilling the basic needs and civil rights of the public. The success of public service delivery is largely determined by the ability of government officials to provide quality, effective, and satisfaction-oriented services. Furthermore, according to Zahari et al. (2025), public service management plays a strategic role in building public trust in the government. When service management is implemented well, the public will experience tangible benefits in the form of convenience,

speed, and certainty of service. Conversely, if service management is poor, it often becomes complicated and lacks transparency, ultimately eroding the government's legitimacy in the eyes of the public. According to Law Number 25 of 2009 concerning Public Services, public service is an activity or series of activities aimed at fulfilling the service needs of every citizen, in accordance with statutory regulations, for goods, services, and/or administrative services provided by public service providers.

Public satisfaction is an important indicator in assessing the performance of government agencies. Kotler and Keller (2016) state that satisfaction is a person's feeling of pleasure or disappointment that arises after comparing perceived performance or results with their expectations. In the context of public services, public satisfaction reflects the extent to which government services meet the needs, expectations, and perceptions of the public as service users. The higher the level of public satisfaction, the better the public's image and trust in government institutions.

However, public satisfaction does not emerge directly but is influenced by various factors, one of which is service quality. Parasuraman, in Zahari et al. (2025), states that service quality is the gap between public expectations for service and the service they actually receive. Good service quality is characterized by fast, accurate, friendly, and transparent service, supported by adequate facilities and effective personnel. Therefore, service quality is often positioned as an intervening variable that connects internal organizational factors with customer satisfaction.

One important factor influencing service quality is work facilities. Work facilities are the tools and infrastructure provided by an organization to support the smooth execution of employee duties. According to Moenir (2015), work facilities are everything used, worn, and utilized by employees to support smooth work so that organizational goals can be achieved effectively and efficiently. Work facilities in public services include service spaces, administrative equipment, information systems, facilities to support public comfort, and service accessibility. The availability of adequate work facilities will help employees work more optimally and improve public perception of the quality of service provided.

Previous research has shown that work facilities have a significant impact on service quality and public satisfaction. Research by Sihombing et al. (2022) found that public service facilities positively impact public satisfaction at sub-district offices, as adequate facilities create comfort and ease in the service process. Another study by Prasetyo and Wulandari (2021) also stated that complete work facilities contribute significantly to improving the quality of public services, which ultimately results in increased public satisfaction.

In addition to work facilities, the effectiveness of civil servants is also a crucial factor in public service. Work effectiveness reflects the extent to which employees are able to complete work according to established targets, timelines, and standards. According to Robbins (2016), work effectiveness is the level of achievement of organizational goals through optimal utilization of resources. In the context of public services, civil servant effectiveness is reflected in the timeliness of service delivery, clarity of procedures, accuracy of document completion, and the ability of employees to respond to public needs.

Low work effectiveness will result in slow service delivery, administrative errors, and a decline in public trust. Conversely, high work effectiveness will encourage fast, accurate, and accountable services. Research by Dalpiana and Habe (2020) shows that work effectiveness has a positive and significant effect on service quality and public satisfaction in local government agencies. Similar results were found by Nurhalifah and Munawaroh (2021), who stated that civil servant effectiveness is a dominant factor in improving the quality of public services.

Service quality in this study is viewed as a mediating variable that bridges the influence of work facilities and work effectiveness on public satisfaction. According to Tjiptono (2017),

good service quality will create value for customers, increase satisfaction, and foster trust and loyalty. In public services, optimal service quality will encourage the public to feel valued, facilitated, and served professionally.

The Tungkal Ilir District Office, as one of the public service units in West Tanjung Jabung Regency, plays a strategic role in providing administrative services to the public, such as population services, licensing, and other government administration. In practice, public complaints continue to be found regarding the comfort of service facilities, speed of service, and the effectiveness of staff. This situation indicates that improving work facilities and staff effectiveness remains a challenge that requires serious attention.

Based on the above description, considering that work facilities and work effectiveness play a crucial role in improving service quality, which ultimately impacts public satisfaction, this study aims to analyze the influence of work facilities and work effectiveness on public satisfaction through service quality at the Tungkal Ilir District Office, West Tanjung Jabung Regency, as a basis for evaluation and policy recommendations for improving public services.

2.   METHOD

This research was conducted at the Tungkal Ilir District Office, West Tanjung Jabung Regency, Jambi Province. The data used in this study were secondary and primary data. According to Sugiyono (in Sudirman et al., 2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The variables used in this study were work facilities (X1) and work effectiveness (X2) as independent (exogenous) variables, public service quality (Y) as a mediating variable, and public satisfaction (Z) as a dependent (endogenous) variable.

This study used a quantitative approach with a survey method. The study population consisted of 396 service recipients, with a sample size of 123 respondents determined using the Slovin formula (Sugiyono, 2019) with a tolerance level of 7.5%. Data collection was conducted using a questionnaire with a five-level Likert scale. Data analysis used path analysis based on Partial Least Squares–Structural Equation Modeling (PLS-SEM). PLS-SEM was chosen because it is capable of testing complex models, explaining relationships between latent variables, and remains effective for relatively small samples (Hair et al., 2019).

3.   RESULT AND DISCUSSION
Descriptive Research Variables

Descriptive analysis of the research data was used to analyze respondents' responses to each indicator variable studied. The results of questionnaires distributed to 100 respondents regarding the variables of work facilities (X1), work effectiveness (X2), public service quality (Y), and public satisfaction (Z) at the Population and Civil Registration Office of West Tanjung Jabung Regency are shown in the following table:

Table 1. Results of Descriptive Analysis per Variable

| No	Variables	Item	Total Score	Scale Range	Category
1	Work facilities (X1)	10	4591	4182 – 5165	Good
2	Work effectiveness (X2)	9	4149	3763,8 – 4649,3	High
3	Public service quality (Y)	10	4564	4182 – 5165	Good
4	Public satisfaction (Z)	8	3685	3345,6 – 2721,5	Satisfied

Source: Primary data, processed, 2025

The results of this study indicate that each member of the public has a positive perception of the variables of work facilities, work effectiveness, public service quality, and

public satisfaction. The total score for each variable: work facilities (X1) was 4591, categorized as good; work effectiveness (X2) was 4149, categorized as high; and public service quality (Y) was 4564, categorized as good. The public satisfaction variable (Z) was 3685, categorized as satisfied.

Measurement Model Analysis (Outer Model)
1) Convergent Validity

Convergent validity is demonstrated through the magnitude of the loading factor, which represents the relationship between the latent construct and its measurement indicators. Convergent validity is assessed based on the magnitude of the loading factor, which describes the strength of the relationship between the indicator and the latent construct. As a requirement for eligibility, an indicator is deemed to meet the criteria if it achieves a minimum loading factor value of 0.70 for the construct being measured. The results of this analysis are presented below.
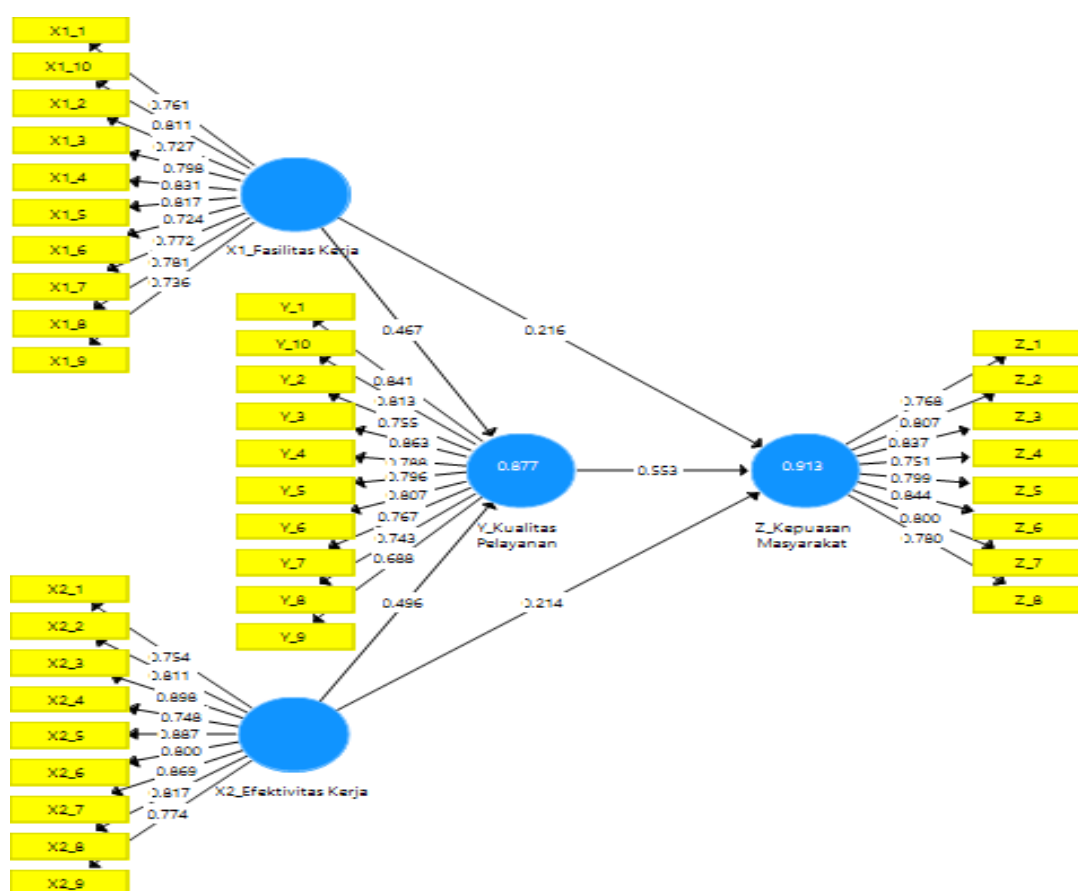
Gambar 1. Outer Model

Berdasarkan output SmartPLS 3.0, seluruh indikator penelitian menunjukkan nilai outer loading indikator pada masing-masing variael yang melampaui batas minimal 0.70, sehingga memenuhi syarat validitas konvergen. Secara keseluruhan, tidak terdapat indikator yang dieliminasi karena seluruhnya telah memenuhi kriteria validitas konvergen, sehingga model pengukuran dinyatakan layak untuk dilanjutkan ke tahap analisis struktural (inner model).

validitas diskriminan juga dapat dievaluasi dengan membandingkan nilai Average Variance Extracted (AVE) untuk setiap konstruk terhadap matriks korelasi antar konstruk dalam model. Kriteria validitas diskriminan tercapai apabila akar kuadrat dari AVE suatu konstruk memiliki nilai yang lebih tinggi dibandingkan dengan korelasi kuadrat antara

konstruk tersebut dan konstruk lainnya (Ghozali & Latan, 2015). Tabel berikut menyajikan hasil pengujian validitas diskriminan dengan metode tersebut.

Tabel 2. Nilai AVE

Variables	AVE	√ AVE	Description
Work facilities (X1)	0,603	0,777	Valid
Work effectiveness (X2)	0,671	0,819	Valid
Public service quality (Y)	0,643	0,802	Valid
Public satisfaction (Z)	0,638	0,799	Valid

Source: SmartPLS 3 output (2025).

Table 2 shows that all research variables meet convergent validity standards. The square root of the AVE of each variable is all higher than the correlation between variables in the correlation matrix (according to the Fornell-Larcker criteria). These results confirm that each construct has more variance explained by its own indicators than by the variance overlapped with other constructs. Thus, it can be said that the measurement model in this study meets the requirements for discriminant validity and can proceed to the structural model analysis stage.

2) Discriminant Validity

Discriminant validity serves to verify that each latent construct analyzed has unique measurement characteristics and does not exhibit excessive similarity (overlap) with other constructs. This test was conducted using the cross-loading analysis method. An indicator is considered to meet the requirements for discriminant validity if its loading value for the construct it is supposed to measure is higher than its loading value for other constructs. The results of applying this procedure in this study are presented below.

Table 3. Cross Loading

Item	Work facilities (X1)	Work effectiveness (X2)	Public service quality (Y)	Public satisfaction (Z)
X1_1	**0.838**	0.812	0.792	0.807
X1_2	**0.831**	0.649	0.743	0.759
X1_3	**0.825**	0.639	0.668	0.694
X1_3	**0.799**	0.645	0.684	0.684
X1_4	**0.832**	0.636	0.756	0.743
X1_5	**0.818**	0.634	0.662	0.674
X1_6	**0.725**	0.566	0.584	0.598
X1_7	**0.773**	0.596	0.681	0.667
X1_8	**0.780**	0.772	0.695	0.718
X1_9	**0.735**	0.722	0.655	0.680
X2_1	0.670	**0.755**	0.732	0.761
X2_2	0.732	**0.812**	0.790	0.815
X2_3	0.766	**0.898**	0.756	0.757
X2_4	0.661	**0.747**	0.692	0.681
X2_5	0.783	**0.887**	0.791	0.808
X2_6	0.706	**0.801**	0.761	0.777
X2_7	0.780	**0.868**	0.682	0.723
X2_8	0.736	**0.816**	0.675	0.686

Item	Work facilities (X1)	Work effectiveness (X2)	Public service quality (Y)	Public satisfaction (Z)
X2_9	0.709	**0.774**	0.735	0.673
Y_1	0.833	0.794	**0.856**	0.814
Y_10	0.691	0.691	**0.827**	0.709
Y_2	0.702	0.663	**0.753**	0.705
Y_3	0.818	0.804	**0.875**	0.798
Y_4	0.639	0.699	**0.788**	0.792
Y_5	0.684	0.694	**0.805**	0.687
Y_6	0.781	0.804	**0.801**	0.772
Y_7	0.618	0.622	**0.763**	0.692
Y_8	0.660	0.693	**0.737**	0.758
Z_1	0.729	0.698	0.647	**0.766**
Z_2	0.748	0.663	0.713	**0.808**
Z_3	0.768	0.756	0.806	**0.837**
Z_4	0.683	0.753	0.709	**0.748**
Z_5	0.761	0.753	0.784	**0.801**
Z_6	0.774	0.721	0.759	**0.845**
Z_7	0.716	0.783	0.764	**0.801**
Z_8	0.623	0.683	0.782	**0.780**

Source: SmartPLS 3 Output (2025).

Table 3 shows that all indicators in the research variables have cross-loading values greater than 0.7. Based on these results, it can be concluded that the indicators used in this study have good discriminant validity in compiling their variables. All indicators have cross-loading values greater than the cross-loading values of the other variables. Therefore, the requirements for discriminant validity are met, and the model can proceed to the next stage of analysis.

3) Construct Reliability
Reliability reflects the instrument's ability to provide stable and consistent measurement results. Therefore, an instrument that meets these parameters can be considered reliable for the research data collection process. The construct reliability results in this study are presented through Cronbach's Alpha and Composite Reliability values for each variable, as follows:

Table 4. Construct Reliability

Variables	Cronbach's Alpha	Composite Reliability	Description
Work facilities (X1)	0,927	0,938	Reliabel
Work effectiveness (X2)	0,938	0,948	Reliabel
Public service quality (Y)	0,930	0,942	Reliabel
Public satisfaction (Z)	0,919	0,934	Reliabel

Source: SmartPLS 3 Output (2025).

Based on Table 4, the results of the composite reliability and Cronbach's alpha tests indicate that all variables are reliable, as they have composite reliability values greater than 0.70. This means that all variables in the study are reliable and trustworthy, and the research

data can be used to produce the best research. Therefore, the constructs in this model are reliable and can be trusted for further testing.

Structural Model Test (Inner Model)

The inner model evaluation was conducted to determine the strength of the relationships between latent variables and the model's ability to explain endogenous variables. This evaluation focused on two key aspects: the R-Square test to assess how well the model predicts endogenous variables, and the F-Square analysis to measure the influence of each exogenous variable on the dependent variable.

1) R-Square Value

The coefficient of determination (R^2) serves as an indicator that measures the proportion of the variance in the endogenous construct that can be explained by the exogenous constructs in the model. In the context of structural model evaluation, the R^2 value reflects the aggregate level of the model's predictive power. Hair et al. (2017) classifies R^2 values into three categories: 1) a value of 0.75 reflects high predictive power; 2) a value of 0.50 indicates moderate predictive power; and 3) a value of 0.25 represents relatively low predictive power. The results of the R^2 calculations for the models in this study are shown in the following table:

Table 5. R-Square Values

Variables	R Square
Y_Service Quality	0,854
Z_Customer Satisfaction	0,910

Source: SmartPLS 3 output (2025).

The R-Square (R^2) test results indicate the strong predictive power of the structural model in this study. The R^2 value for the Service Quality (Y) construct is 0.854, indicating that the Work Facilities and Work Effectiveness variables together explain 85.4% of the variance in Service Quality. Meanwhile, the R^2 value for the Customer Satisfaction (Z) construct reaches 0.910, meaning that the Service Quality, Work Facilities, and Work Effectiveness variables explain 91% of the variance in Customer Satisfaction.

Both R^2 values are well above the 0.50 threshold, indicating that this structural model has very high predictive power and is empirically very capable of explaining the relationships between variables.

2) F-Square Value (f2 Effect Size)

The F-square test is conducted to evaluate the significance of the contribution of an exogenous construct by observing the change in the R-square value when that construct is excluded from the model. The criteria for interpreting effect size according to Hair et al. (2017) are as follows: 1) a value of 0.02 indicates a small effect; 2) a value of 0.15 indicates a moderate effect; 3) a value of 0.35 represents a large effect; and 4) a value below 0.02 indicates that the variable does not have a significant effect. The results of the F-square calculation for this research model are presented in the following table:

Table 6. F-Square Values

Variables	Y_Service Quality	Z_Customer Satisfaction
X1_Work Facilities	0,352	0,176
X2_Work Effectiveness	0,329	0,165
Y_Service Quality		0,291

Source: SmartPLS 3 output (2025).

Based on Table 6, the effect size (f^2) values indicate the magnitude of influence of each exogenous variable on the endogenous variables in the structural model.

1) The Work Facilities variable (X1) has a moderate effect on Service Quality (Y) with an f^2 value of 0.352, and a small effect on Customer Satisfaction (Z) with a value of 0.176.
2) The Work Effectiveness variable (X2) has a moderate effect on Service Quality ($f^2 = 0.329$) and a small effect on Customer Satisfaction ($f^2 = 0.165$).
3) The Service Quality variable (Y) has a moderate effect on Customer Satisfaction (Z) with an f^2 value of 0.291.

Therefore, it can be concluded that both Work Facilities and Work Effectiveness have a significant contribution to shaping Service Quality, while their direct contribution to Customer Satisfaction is relatively lower. On the other hand, Service Quality plays a significant role in mediating the relationship between Customer Satisfaction and Customer Satisfaction.

Structural Model

In the SEM-PLS analysis, the structural model value in this study can be seen from the direct effects value, also known as the path coefficient. Next, path coefficients between constructs are measured to determine the significance and strength of the relationship and to test the hypothesis.
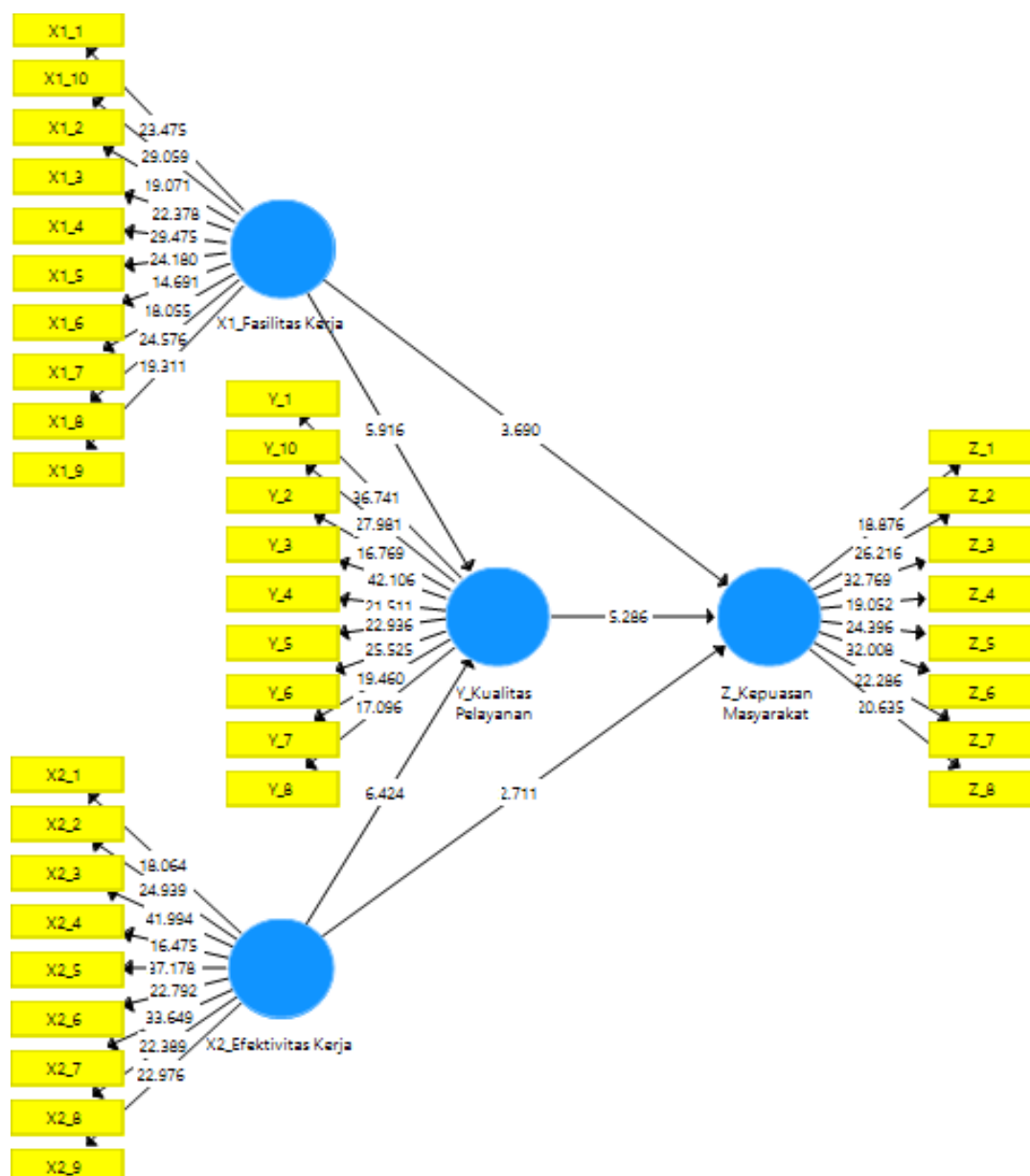
Figure 2. Bootstrapping Method

Hypothesis Testing Results

Hypothesis testing of the effect of exogenous variables on endogenous variables was conducted by comparing the p-values of the path coefficients with a significance level of α = 0.05. The test is considered highly significant if the p-value is less than or equal to 0.05 (p-value ≤ 0.05) or using the t-table value of 1.96. The criteria for rejecting and accepting the hypothesis are: if the t-statistic > the calculated t-statistic, the hypothesis is rejected, and if the t-statistic < the calculated t-statistic, the hypothesis is accepted.

To answer the hypotheses proposed in this study, the Bootstrapping results (Path Coefficients) for both direct and indirect effects can be seen as follows:

Table 7. Path Coefficient Output

	Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Decision
1	X1_Work Facilities -> Y_Service Quality	0,454	5.916	0.000	Hypothesis Accepted
2	X2_Work Effectiveness -> Y_Service Quality	0,497	6.424	0.000	Hypothesis Accepted
3	X1_Work Facilities -> Z_Community Satisfaction	0,256	3.690	0.000	Hypothesis Accepted
4	X2_Work Effectiveness -> Z_Community Satisfaction	0,250	2.711	0.007	Hypothesis Accepted
5	Y_Service Quality -> Z_Community Satisfaction	0,480	5.286	0.000	Hypothesis Accepted
6	X1_Work Facilities -> Y_Service Quality -> Z_Community Satisfaction	0,218	4.277	0.000	Hypothesis Accepted
7	X2_Work Effectiveness -> Y_Service Quality -> Z_Community Satisfaction	0,239	3.766	0.000	Hypothesis Accepted

Source: SmartPLS 3 Output (2025).

The table above can be interpreted as follows:
1. The effect of work facilities on service quality has a t-statistic of 5.916 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis (Hi) is accepted. These results indicate that work facilities have a positive and significant effect on service quality.
2. The effect of work effectiveness (X2) on service quality has a t-statistic of 6.424 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis (Hi) is accepted. These results indicate that work effectiveness has a positive and statistically significant effect on service quality.
3. The effect of work facilities on customer satisfaction has a t-statistic of 3.690 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis (Hi) is accepted. These results indicate that work facilities have a positive and statistically significant effect on public satisfaction.
4. The effect of work effectiveness on public satisfaction has a t-statistic of 2.711 > 1.96, and a p-value of 0.007 < 0.05, so hypothesis (Hi) is accepted. These results indicate that work effectiveness has a positive and statistically significant effect on public satisfaction.
5. The effect of service quality on public satisfaction has a t-statistic of 5.286 > 1.96, and a p-value of 0.000 < 0.05, so hypothesis (Hi) is accepted. These results indicate that service quality has a positive and statistically significant effect on public satisfaction.
6. The effect of facilities through service quality on public satisfaction (Z) has a t-statistic of 4.277 > 1.96 with a p-value of 0.000 < 0.05, so hypothesis (Hi) is accepted. These results indicate that work facilities through service quality have a positive and statistically significant effect on public satisfaction.
7. The effect of work effectiveness through service quality on public satisfaction (Z) has a t-statistic of 3.766 > 1.96 with a p-value of 0.000 < 0.05, thus the hypothesis (Hi) is accepted. These results indicate that work effectiveness through service quality has a positive and statistically significant effect on public satisfaction.

DISCUSSION
Description of Research Variables
The results of research conducted at the Tungkal Ilir District Office, West Tanjung Jabung Regency, found that the condition of work facilities was generally in the good category, indicated by the availability of adequate service facilities and infrastructure to support the public service process. However, several aspects of the facilities still need to be improved to optimize comfort and smooth service. The work effectiveness of civil servants also showed good conditions, as evidenced by the ability of employees to complete tasks according to procedures, the timeliness of service, and the clarity of information provided to the public. The quality of service provided by the sub-district apparatus was generally considered good by the public, reflected in the responsiveness and friendliness of employees, who were able to provide services according to public needs. This situation has resulted in a relatively high level of public satisfaction, with the majority of residents satisfied with the services they receive from the Tungkal Ilir District Office in West Tanjung Jabung Regency.

The Influence of Work Facilities on Service Quality
The results of the study indicate that work facilities have a positive and significant impact on service quality. This finding indicates that the more adequate the work facilities provided, the better the quality of service perceived by the public. These work facilities include comfortable service spaces, adequate administrative equipment, service support systems, and facilities to enhance public comfort.

Theoretically, these results align with Moenir's (2015) opinion, which states that work facilities are a determining factor in the smooth implementation of public service tasks. Adequate facilities will help officials work more efficiently and effectively, resulting in faster, more accurate, and higher-quality services. Furthermore, according to Tjiptono (2017), physical facilities are part of the tangible dimension that influences public perception of service quality.

The results of this study also reinforce the findings of previous research. Sihombing et al.'s (2022) study stated that public service facilities significantly influence service quality and public satisfaction at sub-district offices. Prasetyo and Wulandari's (2021) study also found that adequate work facilities significantly contribute to improving the quality of public services. Therefore, the results of this study are consistent with previous theory and research, which emphasize the importance of work facilities in creating quality public services.

The Influence of Work Effectiveness on Service Quality
The analysis shows that work effectiveness has a positive and significant effect on service quality. This means that the more effective employees are in carrying out their duties and responsibilities, the higher the quality of service provided to the public. Work effectiveness is reflected in employees' ability to complete work on time, according to procedures, and with a results-oriented approach.

This finding aligns with Robbins' (2016) opinion, which states that work effectiveness indicates the level of achievement of organizational goals through optimal resource utilization. In the context of public services, employee work effectiveness is key to providing fast, accurate, and accountable services. Effective civil servants will be able to minimize service errors and increase public trust.

The results of this study are supported by research by Dalpiana and Habe (2020), which stated that work effectiveness has a positive effect on service quality in local government agencies. Research by Nurhalifah and Munawaroh (2021) also showed that work effectiveness is a dominant factor in improving the quality of public services. Thus, the findings of this study

confirm that work effectiveness is a crucial determinant in improving service quality at the Tungkal Ilir District Office.

The Effect of Service Quality on Public Satisfaction

The results show that service quality has a positive and significant effect on public satisfaction. This finding indicates that the better the service quality perceived by the public, the higher the level of public satisfaction. Good service quality is reflected in service that is fast, friendly, transparent, and in accordance with established procedures.

Theoretically, these results align with the opinion of Kotler and Keller (2016), who stated that customer (public) satisfaction arises when perceived service performance meets or exceeds expectations. In public services, service quality is a primary factor shaping public perceptions of government performance.

The results of this study align with those of Wahyuni and Taupik (2021), which found that service quality significantly influences public satisfaction in government agencies. Another study by Taufik et al. (2020) also stated that service quality is the most dominant variable in increasing public satisfaction. Therefore, the results of this study reinforce previous theory and empirical findings regarding the strategic role of service quality in creating public satisfaction.

The Influence of Work Facilities on Public Satisfaction through Service Quality

The results of the mediation test indicate that service quality mediates the effect of work facilities on public satisfaction. This means that work facilities do not directly increase public satisfaction, but rather through improving the quality of service perceived by the public. Theoretically, this aligns with the concept of mediation proposed by Baron and Kenny (1986), which states that an intervening variable can explain the mechanism of the relationship between independent and dependent variables. In the context of this study, adequate work facilities improve service quality, which ultimately results in increased public satisfaction.

These results are consistent with the research of Prasetyo and Wulandari (2021), which states that work facilities influence public satisfaction through service quality as an intervening variable. Thus, service quality acts as the primary link between work facilities and public satisfaction.

The Influence of Work Effectiveness on Public Satisfaction through Service Quality

The results of the mediation test also indicate that service quality mediates the influence of work effectiveness on public satisfaction. This means that civil servant work effectiveness improves service quality first, before ultimately improving public satisfaction.

According to Tjiptono (2017), service quality is the result of effective and standardized work processes. Effective personnel are able to provide consistent, prompt service that meets public expectations. This study aligns with research by Dalpiana and Habe (2020), which found that work effectiveness influences public satisfaction through service quality. Thus, service quality has been shown to act as an important intervening variable in explaining the relationship between work effectiveness and public satisfaction.

4.   CONCLUSION

Based on the descriptive analysis, it can be concluded that the work facilities at the Tungkal Ilir District Office, West Tanjung Jabung Regency, are generally considered good. The available facilities are considered adequate to support employee work activities and facilitate the smooth flow of public service. Employee work effectiveness is also considered good. Employees are deemed capable of carrying out their duties and responsibilities according to established targets, timelines, and procedures. The quality of service provided is generally

considered good. Service is considered fast, accurate, and friendly, and complies with applicable public service standards. Furthermore, public satisfaction with the services provided is considered satisfactory. The public felt that the service they received met their expectations, both in terms of the process, service outcomes, and the attitude of staff in serving the public at the Tungkal Ilir District Office.

The results of the hypothesis test concluded that work facilities have a positive and significant effect on service quality. This finding indicates that the better the work facilities available, the higher the quality of service provided to the public. Work effectiveness has also been shown to have a positive and significant effect on service quality. Employees who work effectively are able to provide faster, more accurate, and more responsive services to the public's needs, thus improving service quality. Furthermore, work facilities and work effectiveness each have a positive and significant effect on public satisfaction. These results indicate that adequate facilities and high employee work effectiveness can increase public satisfaction with public services. Service quality has been shown to have a positive and significant effect on public satisfaction. Quality service is a key factor in creating public satisfaction with public service agencies.

Furthermore, service quality has been shown to act as a mediating variable in the relationship between work facilities and work effectiveness on public satisfaction. These findings indicate that work facilities and work effectiveness not only have a direct effect but also an indirect effect through improved service quality. Thus, service quality is a strategic factor that strengthens the influence of work facilities and work effectiveness in increasing public satisfaction at the Tungkal Ilir District Office, West Tanjung Jabung Regency.

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