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The Effect of Competency and Standard Operating Procedures on Public Satisfaction Through Public Service Quality at The Environmental Service of West Tanjung Jabung Regency

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Abstract: Public satisfaction is a crucial indicator in assessing the success of public service delivery. This study aims to analyze the influence of competency and standard operating procedures (SOPs) on public satisfaction, with public service quality as a mediating variable at the Tanjung Jabung Barat Regency Environmental Agency. The research approach used was quantitative, using a survey method. The study population consisted of 390 community users of the Tanjung Jabung Barat Regency Environmental Agency services. Sampling was conducted using the Slovin formula to obtain a representative sample size. Data collection was conducted through questionnaires, which were analyzed using path analysis or Partial Least Squares (PLS). The results indicate that competency and SOPs have a positive and significant effect on public service quality. Furthermore, public service quality has a positive and significant effect on public satisfaction. Competence and SOPs also have an indirect effect on public satisfaction through public service quality. These findings confirm that improving staff competency and consistent SOP implementation can improve service quality, thereby increasing public satisfaction.

Keywords: Competence, Standard Operating Procedures, Public Service Quality, Public Satisfaction.

INTRODUCTION

Public service is one of the primary functions of government, aiming to fulfill the needs and rights of the community in a fair, transparent, and accountable manner. According to Sinambela et al. (2014), public service is any activity carried out by the government for a number of members of the public. Each activity benefits a group or entity and offers satisfaction even though the results are not tied to a physical product. 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 carried out well, the public will experience tangible benefits in the form of convenience, speed, and certainty of service. Conversely, if service

management is poor, it is often complicated and non-transparent, ultimately eroding the government's legitimacy in the eyes of the public.

The success of public service delivery is measured not only by the fulfillment of administrative procedures but also by the level of public satisfaction as service recipients. Public satisfaction reflects the extent to which services provided meet community expectations and needs. It is therefore a key indicator in assessing the performance of government agencies, including the Environmental Agency.

The Environmental Agency of West Tanjung Jabung Regency, Jambi Province, plays a strategic role in providing services to the public, including permits, environmental management, sanitation, and public complaints. The complexity of its duties and increasing public demands require officials to be able to provide quality services. However, in practice, various public service issues remain, such as suboptimal service processes, a lack of procedural certainty, and differences in service quality among officers. These conditions have the potential to reduce public satisfaction.

One important factor influencing the quality of public services is staff competence. Competence is a combination of knowledge, skills, and attitudes possessed by staff in carrying out their duties (Spencer & Spencer, 1993). Competent staff will be able to understand public needs, complete work on time, and provide professional service. Conversely, low staff competence can impact service quality and public satisfaction.

In addition to competence, standard operating procedures (SOPs) also play a crucial role in the provision of public services. SOPs serve as work guidelines that regulate the stages, timing, and mechanisms of service delivery to ensure consistency and standardization. According to Moenir (2015), the existence of clear and consistently implemented SOPs can increase efficiency, reduce service errors, and provide legal and procedural certainty for the public. Poorly implemented SOPs can create uncertainty and negative public perceptions.

Staff competence and the proper implementation of SOPs are expected to improve the quality of public services. Public service quality is the public's perception of the excellence of the service they receive, which can be measured through the dimensions of tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al. in Zahari et al. 2025). Quality service will create a positive experience for the public and ultimately increase public satisfaction.

Based on this description, it can be concluded that public satisfaction is inseparable from the quality of public services provided. The quality of public services itself is strongly influenced by the competence of civil servants and the implementation of standard operating procedures. Therefore, this study is important to analyze the influence of competence and standard operating procedures on public satisfaction through the quality of public services at the Tanjung Jabung Barat Regency Environmental Service.

METHOD

This research was conducted at the Tanjung Jabung Barat Regency Environmental Service, Jambi Province. The types of 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 organizations. The variables used in this study were competency (X1) and Standard Operating Procedures (X2) as independent (exogenous) variables, public service quality (Y) as a mediating variable, and public satisfaction (Z) as a dependent (endogenous) variable.

The population in this study was all 390 service users at the West Tanjung Jabung Regency Environmental Service. Because the population was relatively large and it was impossible to reach all of them, the researcher used a purposive sampling method, where

respondents were intentionally selected because they met the criteria for using public services. The sample size was determined using the Slovin formula (Sugiyono, 2019) with a 5% error rate, resulting in 198 respondents as the research sample.

The data analysis method used was structural path analysis using the Structural Equation Modeling-Based Partial Least Squares (SEM-PLS) approach. SEM-PLS was chosen because it is capable of testing complex models, explaining relationships between latent variables, and remains effective in relatively small samples (Hair et al., 2022). In addition, Ghozali and Latan (2015) explained that SEM-PLS does not require normally distributed data and is able to test direct and indirect influences between variables simultaneously.

RESULT AND DISCUSSION

Descriptive Research Variables

Descriptive analysis of the research data was used to analyze respondents' responses to each indicator of the research variables. The results of questionnaires distributed to 198 respondents regarding the research variables are shown in the following table:

Table 1. Response Scores for Research Variables

No	Variables	Item	Total Score	Scale Range	Category
1	Competence (X1)	10	8190	6732 – 8315	High
2	Standard operating procedures (X2)	11	9015	7405,2 – 9147,5	High
3	Quality of public services (Y)	12	9850	8078,4 – 9979,1	Good
4	Public satisfaction (Z)	12	9819	8078,4 – 9979,1	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 competence, standard operating procedures, public service quality, and public satisfaction. The total score for each variable is 8190, categorized as very good; standard operating procedures are 9015, categorized as very high; and public service quality is 9850, categorized as very good. The public satisfaction variable is 9819, categorized as satisfied.

Measurement Model Test (Outer Model)

a. Convergent Validity Test

1) Loading Factor

The loading factor is an important element in evaluating a measurement model. A high loading factor value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. The loading factor values in this study are shown in the following figure:

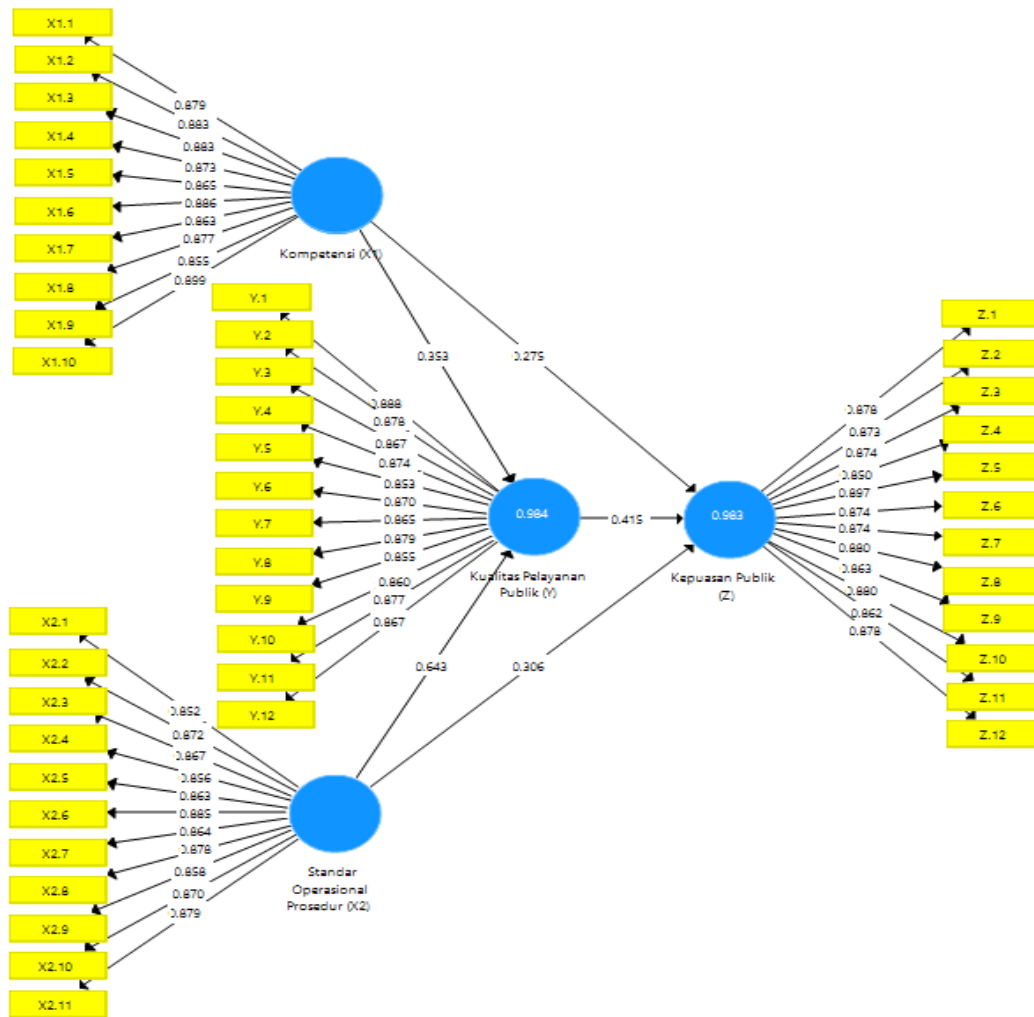


Figure 1. Outer Loading

Based on the outer loading results displayed in Figure 1, it can be seen that all indicators for each research variable have loading values above 0.7. This result indicates that all indicators in this study are valid and statistically significant in representing the latent variables studied.

2) Average Variance Extracted (AVE)

Another measure for establishing convergent validity at the construct level is the average variance extracted (AVE). The measurement model (outer model) stipulates that the AVE is considered to have met convergent validity if the AVE value is greater than 0.50. The AVE values are as follows:

Table 2. Average Variance Extracted Values

Variables	AVE value	Discription
Competence (X1)	0,768	Valid
Standard operating procedures (X2)	0,753	Valid
Quality of public services (Y)	0,756	Valid
Public satisfaction (Z)	0,763	Valid

Source: Smart PLS 3.0 Output (2025)

Based on Table 2, all research variables have AVE values above the recommended minimum threshold of 0.50. An AVE value > 0.5 indicates that the variance of the indicators

of each construct is successfully explained by that construct, thus it can be concluded that the four variables in this study have met the validity test at the convergent stage.

b. Discriminant Validity Test

The discriminant validity test uses cross-loading values and is conducted to ensure that each concept of each latent variable is distinct from the other variables. An indicator is considered to meet discriminant validity if the indicator's cross-loading value on its variable is the largest compared to the other variables, or if its cross-loading value is greater than 0.7. The results of the discriminant validity test are as follows:

Table 3. Cross-Loading

Item	Competence (X1)	Standard operating procedures (X2)	Quality of public services (Y)	Public satisfaction (Z)
X1.1	0,879	0,859	0,855	0,858
X1.2	0,883	0,862	0,862	0,863
X1.3	0,883	0,853	0,854	0,855
X1.4	0,873	0,856	0,862	0,870
X1.5	0,865	0,860	0,851	0,854
X1.6	0,886	0,860	0,866	0,871
X1.7	0,863	0,848	0,859	0,847
X1.8	0,877	0,864	0,871	0,863
X1.9	0,855	0,859	0,857	0,861
X1.10	0,899	0,875	0,885	0,880
X2.1	0,823	0,852	0,840	0,843
X2.2	0,870	0,872	0,870	0,865
X2.3	0,853	0,867	0,863	0,864
X2.4	0,848	0,856	0,841	0,842
X2.5	0,847	0,863	0,855	0,847
X2.6	0,870	0,885	0,877	0,878
X2.7	0,851	0,864	0,848	0,862
X2.8	0,861	0,878	0,875	0,860
X2.9	0,841	0,858	0,856	0,845
X2.10	0,852	0,870	0,863	0,863
X2.11	0,846	0,879	0,855	0,848
Y.1	0,865	0,867	0,888	0,872
Y.2	0,860	0,862	0,878	0,872
Y.3	0,855	0,855	0,867	0,853
Y.4	0,860	0,871	0,874	0,865
Y.5	0,851	0,850	0,853	0,845
Y.6	0,857	0,857	0,870	0,866
Y.7	0,854	0,857	0,865	0,850
Y.8	0,860	0,871	0,879	0,865
Y.9	0,841	0,851	0,855	0,847

Item	Competence (X1)	Standard operating procedures (X2)	Quality of public services (Y)	Public satisfaction (Z)
Y.10	0,856	0,850	0,860	0,855
Y.11	0,859	0,879	0,877	0,876
Y.12	0,848	0,855	0,867	0,849
Z.1	0,856	0,864	0,861	0,878
Z.2	0,854	0,866	0,867	0,873
Z.3	0,867	0,873	0,871	0,874
Z.4	0,822	0,828	0,836	0,850
Z.5	0,896	0,892	0,897	0,897
Z.6	0,844	0,863	0,859	0,874
Z.7	0,861	0,874	0,876	0,874
Z.8	0,864	0,866	0,869	0,880
Z.9	0,867	0,857	0,853	0,863
Z.10	0,875	0,857	0,867	0,880
Z.11	0,852	0,851	0,846	0,862
Z.12	0,857	0,853	0,863	0,878

Source: Smart PLS 3.0 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, as all indicators have cross-loading values greater than the cross-loading values of the other variables.

c. Reliability Test

A composite reliability test is conducted to determine the extent to which a measurement instrument can be trusted for use. (Hair et al., 2022), all variables are considered reliable if their loading values are above 0.70. The composite reliability and Cronbach's Alpha values for each variable are shown in the following table:

Table 4. Composite Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach Alpha	Description
Competence (X1)	0,971	0,966	Reliabel
Standard operating procedures (X2)	0,971	0,967	Reliabel
Quality of public services (Y)	0,974	0,971	Reliabel
Public satisfaction (Z)	0,975	0,972	Reliabel

Source: Smart PLS 3.0 Output (2025)

Based on Table 4, the results of the composite reliability and Cronbach's alpha tests indicate that all variables can be considered reliable because they have composite reliability values greater than 0.70. This means that all variables in this study can be considered reliable and trustworthy, and the research data can be used to produce the best research.

Structural Model Test (Inner Model)

The process for evaluating a structural model includes two main aspects: (1) testing the coefficient of determination (R-Square) to measure the model's predictive power, and (2)

analyzing the effect size (F-Square) to assess the contribution of each predictor variable to the dependent variable.

1) R-Square Value

The coefficient of determination (R^2) serves as an indicator that measures the proportion of the endogenous construct variance that can be explained by the exogenous construct in the model. The coefficient of determination values for this research model are presented in the following table:

Table 5. R-Square Value

Variables	R-Square
Quality of public services (Y)	0,984
Public satisfaction (Z)	0,983

Source: Smart PLS 3.0 Output (2025)

Table 5 shows an R-square value of 98.4 percent for public service quality and 98.3 percent for public satisfaction. These results indicate a strong relationship between competence and standard operating procedures and public service quality. Similarly, the relationship between competence and standard operating procedures and public satisfaction is also strong. The high R-square values for these two endogenous variables reflect the model's excellent predictive ability and indicate that the relationships between the variables in this study have strong explanatory power and are relevant in explaining the phenomena studied.

2) Q-Square

Ghozali & Latan (2015) stated that a model is considered to have predictive relevance if the Q-square value is greater than 0 (> 0). The predictive-relevance value is obtained using the following formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$
$$Q^2 = 1 - (1 - 0,984^2) (1 - 0,983^2)$$
$$Q^2 = 1 - (1 - 0,968) (1 - 0,967)$$
$$Q^2 = 1 - (0,032)(0,033)$$
$$Q^2 = 1 - 0,001$$
$$Q^2 = 0,999$$

The Q-square calculation result in this study was 0.999, indicating that the model in this study adequately explains the endogenous variables, as the value of 0.999 is greater than 0.

Structural Model

In 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 were measured to determine the significance and strength of the relationship and to test the hypothesis.

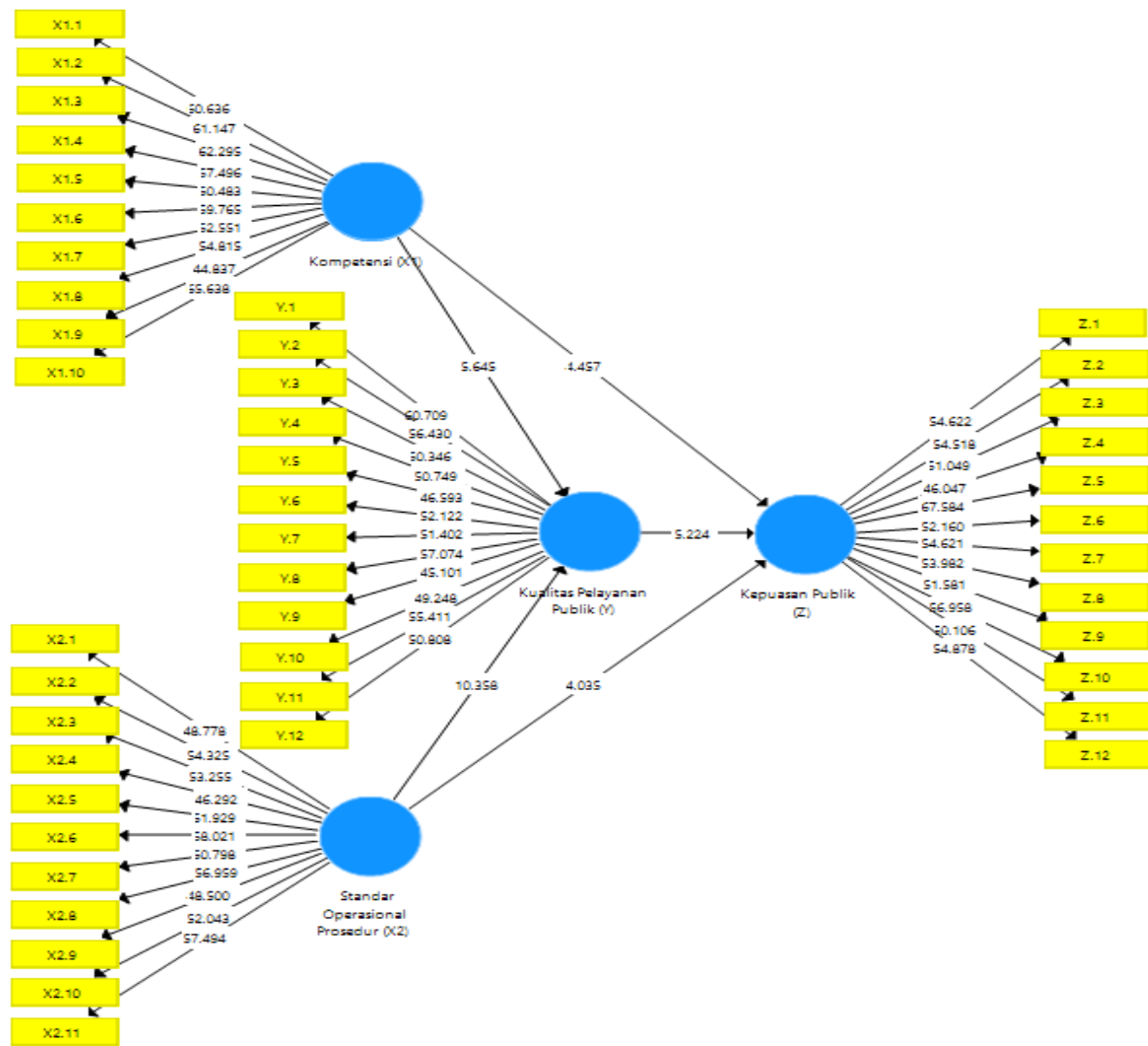


Figure 2. Bootstrapping Method

Hypothesis Testing

To verify a proposed hypothesis, a structural model (inner model) test can be performed. Inner model testing is conducted to examine the relationships between constructs in the research model. The basis for hypothesis testing is the value found in the output results for inner weights (Riyanto and Setyorini, 2024).

Hypothesis testing of the influence of exogenous variables on endogenous variables is conducted by comparing the p-values of the path coefficients with a significance level of $\alpha = 0.05$. The test is considered highly significant if the p-value is less than or equal to 0.05 ($p\text{-value} \leq 0.05$) 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 comprehensively understand the results, both direct and indirect influences between research variables, the following explanation is provided:

a. Direct Effect

The Direct Effect is a test to determine the direct relationship between variables.

Table 6. Results for Inner Weights (Path Coefficients)

Causal Relationships Between Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X1) -> Public Service Quality (Y)	0,353	0,361	0,063	5,645	0,000
Standard Operating Procedures (X2) -> Public Service Quality (Y)	0,643	0,636	0,062	10,358	0,000
Competence (X1) -> Public Satisfaction (Z)	0,275	0,273	0,062	4,457	0,000
Standard Operating Procedures (X2) -> Public Satisfaction (Z)	0,306	0,311	0,076	4,035	0,000
Public Service Quality (Y) -> Public Satisfaction (Z)	0,415	0,412	0,079	5,224	0,000

Source: Smart PLS 3.0 Output (2025)

Based on Table 6 and Figure 2, the hypothesis testing can be explained as follows:

- 1. The Effect of Competence on Public Service Quality**
 The results of the hypothesis testing show a t-statistic of $5.645 > 1.96$ and a P-value of $0.000 < 0.05$, thus accepting hypothesis H1. These results indicate that competence has a positive and significant effect on public service quality. This means that increasing competence will improve the quality of public services.
- 2. The Effect of Standard Operating Procedures on Public Service Quality**
 The results of the hypothesis test show a t-statistic of $10.358 > 1.96$ and a P-value of $0.000 < 0.05$, thus hypothesis H1 is accepted. These results indicate that standard operating procedures have a positive and significant effect on public service quality. This means that increasing standard operating procedures will significantly affect public service quality.
- 3. The Effect of Competence on Public Satisfaction**
 The results of the hypothesis test show a t-statistic of $4.457 > 1.96$ and a P-value of $0.000 < 0.05$, thus hypothesis H1 is accepted. These results indicate that competence has a positive and significant effect on public satisfaction. This means that increasing competence will affect public satisfaction.
- 4. The Effect of Standard Operating Procedures on Public Satisfaction**
 The results of the hypothesis test show a t-statistic of $4.035 > 1.96$ and a P-value of $0.000 < 0.05$, thus hypothesis H1 is accepted. These results indicate that standard operating procedures have a positive and significant effect on public service quality. significant effect on public satisfaction, meaning that standard operating procedures impact public satisfaction.
- 5. The Effect of Public Service Quality on Public Satisfaction**
 The results of the hypothesis test show a t-statistic of $5.224 > 1.96$ and a P-value of $0.000 < 0.05$, thus accepting hypothesis H1. These results indicate that public service quality has a positive and significant effect on public satisfaction. This means that if public service quality improves, public satisfaction will increase.

b. Indirect Effect

The indirect effect is used to test mediating variables. Therefore, the indirect effect of exogenous variables on endogenous variables is tested through the mediating variables. The following table presents the results of the indirect effect calculation:

Table 7. Results for Inner Weights (Specific Indirect Effect)

Causal Relationships Between Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Competence (X1) -> Public Service Quality (Y) -> Public Satisfaction (Z)	0,146	0,150	0,043	3,405	0,001
Standard Operating Procedures (X2) -> Public Service Quality (Y) -> Public Satisfaction (Z)	0,267	0,261	0,052	5,154	0,000

Source: Smart PLS 3.0 Output (2025)

Based on Table 7, the test using mediating variables can be explained as follows:

1. The Effect of Competence on Public Satisfaction is Mediated by the Quality of Public Services.
The results of the hypothesis test show a t-statistic of $3.405 > 1.96$ and a P-value of $0.001 < 0.05$, thus accepting hypothesis H1. These results indicate that competence has a positive and significant effect on public satisfaction, mediated by the quality of public services.
2. The Effect of Standard Operating Procedures on Public Satisfaction is Mediated by the Quality of Public Services.
The results of the hypothesis test show a t-statistic of $5.154 > 1.96$ and a P-value of $0.000 < 0.05$, thus accepting hypothesis H1. These results indicate that standard operating procedures have a positive and significant effect on public satisfaction, mediated by the quality of public services.

Discussion

Description of Research Variables

Based on the results of data processing, respondents' perceptions of services at the Tanjung Jabung Barat Regency Environmental Agency have generally been well-implemented. These results indicate that the staff competency variable is in the high category. The standard operating procedure (SOP) variable is also in the high category. Furthermore, the quality of public services, based on respondents' perceptions, is in the good category. Similarly, the public satisfaction variable is in the satisfied category.

This condition indicates that the public is generally satisfied with the services provided by the Tanjung Jabung Barat Regency Environmental Agency. This satisfaction arises because the services received are deemed to be in line with public expectations, although certain aspects still require improvement to optimally increase public satisfaction levels.

The Influence of Competence on Public Service Quality

The results of the study indicate that staff competency has a positive and significant effect on the quality of public services at the Tanjung Jabung Barat Regency Environmental Agency. This finding aligns with the competency theory proposed by Spencer and Spencer (1993), which states that competency is a basic individual characteristic consisting of knowledge, skills, and attitudes that directly contribute to work performance. In the context of public services, highly competent officials will be able to provide services professionally and responsibly.

Furthermore, the quality of public services can be explained through the SERVQUAL dimensions developed by Parasuraman et al. in Zahari et al. (2025), namely reliability, responsiveness, assurance, empathy, and tangibles. Competent officials tend to be able to fulfill these five dimensions, resulting in better service quality perceived by the public. The results of

this study reinforce the findings of Safitri (2020) and Novalynda et al. (2025), which stated that official competence significantly influences the quality of public services in local government agencies.

The Effect of Standard Operating Procedures (SOPs) on Public Service Quality

This study demonstrates that standard operating procedures (SOPs) have a positive and significant impact on the quality of public services. Theoretically, SOPs serve as guidelines for official work so that services are provided consistently and according to established standards (Moenir, 2015). Clear SOPs can reduce procedural errors and increase service efficiency.

This finding aligns with Dwiyanto's (2014) assertion that effective implementation of SOPs will improve the quality of public services by creating certainty regarding processes, timeframes, and costs. Research by Telaumbanua et al. (2024) and Iptidaiyah and Irfadat (2024) found that SOPs significantly influence the quality of public services. Therefore, effective implementation of SOPs at the Tanjung Jabung Barat Regency Environmental Service is a crucial factor in improving the quality of service perceived by the public.

The Influence of Competence on Public Satisfaction

Research results indicate that civil servant competence has a positive and significant effect on public satisfaction. According to Kotler and Keller (2016), satisfaction is the result of comparing expectations and perceived performance of service users. Competent civil servants are able to provide services that are fast, accurate, and tailored to the public's needs, thereby meeting public expectations.

This finding aligns with Tjiptono's (2017) opinion, which states that service provider competence plays a crucial role in creating customer satisfaction. Research by Admaja et al. (2025) and Novalynda et al. (2025) also demonstrates that civil servant competence significantly influences public satisfaction. This suggests that improving civil servant competence is an important strategy for increasing public satisfaction with public services.

The Influence of Standard Operating Procedures (SOPs) on Public Satisfaction

Research results demonstrate that SOPs have a positive and significant effect on public satisfaction. Moenir (2015) states that public satisfaction will increase if services are provided in accordance with clear and transparent procedures. SOPs provide certainty to the public regarding the flow, time, and cost of services, thereby reducing uncertainty in the service process.

This research aligns with Dwiyanto's (2014) opinion, which states that consistent SOP implementation has a positive impact on public satisfaction. Furthermore, research by Situmorang et al. (2024) also found that SOPs influence public satisfaction by improving service quality. Thus, SOPs not only serve as internal guidelines but also as external factors influencing public perceptions of satisfaction.

The Influence of Public Service Quality on Public Satisfaction

The results of this study indicate that public service quality has a positive and significant effect on public satisfaction. This aligns with the SERVQUAL model, which states that the quality of service perceived by customers determines their level of satisfaction (Parasuraman et al., in Zahari et al., 2025). Reliable, responsive, and empathetic service will create a positive service experience for the public.

These findings support the opinion of Tjiptono and Chandra (2016), who stated that service quality has a direct influence on customer satisfaction. Research by Novalynda et al. (2025) also found that public service quality significantly influences public satisfaction with local government agencies.

The Role of Public Service Quality as a Mediating Variable in the Effect of Competence on Public Satisfaction

The results of this study indicate that public service quality acts as a mediating variable in the relationship between employee competency and public satisfaction at the Tanjung Jabung Barat Regency Environmental Agency. This finding indicates that employee competency does not directly determine public satisfaction, but rather improves the quality of public services, which then impacts public satisfaction.

Theoretically, employee competency is an internal organizational factor that influences service performance. Spencer and Spencer (1993) explain that competency reflects basic individual characteristics in the form of knowledge, skills, and attitudes that influence work effectiveness. Employees with high competency will be able to carry out service tasks professionally, accurately, and responsively, thereby improving the quality of public services. This service quality is then evaluated by the public through the SERVQUAL dimensions proposed by Parasuraman et al. in Zahari et al. (2025), such as reliability, responsiveness, assurance, empathy, and tangibles of service.

From a public satisfaction perspective, Kotler and Keller (2016) state that satisfaction arises from a comparison between expectations and perceived performance. High levels of employee competence are reflected in high service quality, resulting in service performance perceived by the public that meets or exceeds their expectations. Therefore, public service quality is the primary mechanism explaining how employee competence influences public satisfaction.

These findings indicate that improving employee competence at the Tanjung Jabung Barat Regency Environmental Agency does not necessarily automatically increase public satisfaction if it is not accompanied by a tangible improvement in service quality perceived by the public. Therefore, public service quality serves as a strategic variable that transforms employee competence into public satisfaction.

The Role of Public Service Quality as a Mediating Variable in the Effect of Standard Operating Procedures on Public Satisfaction

Research results indicate that public service quality acts as a mediating variable in the relationship between standard operating procedures (SOPs) and public satisfaction at the Tanjung Jabung Barat Regency Environmental Agency. This finding indicates that SOPs do not directly influence public satisfaction, but rather primarily improve the quality of public services, which then impacts public satisfaction.

Theoretically, SOPs are managerial instruments that serve to standardize the work processes of government officials so that services are provided consistently, effectively, and in accordance with regulations. Moenir (2015) stated that SOPs in public services aim to create certainty regarding procedures, timeframes, and service costs, so that the public receives orderly and accountable services. Dwiyanto (2014) also emphasized that consistently implemented SOPs will improve the quality of public services by reducing procedural errors and uncertainty in the service process.

From a service quality perspective, SOPs play a role in strengthening the dimensions of reliability and service assurance, as stated by Parasuraman et al. in Zahari et al. (2025). Clear SOPs enable officials to provide services according to the same standards to the entire public, resulting in improved perceived service quality. This service quality then becomes the basis for public assessment in determining their level of satisfaction with public services.

The satisfaction theory proposed by Kotler and Keller (2016) states that satisfaction arises when perceived service performance meets or exceeds expectations. In this context, SOPs indirectly contribute to public satisfaction through consistent and measurable

improvements in service quality. In other words, SOPs become a structural factor influencing public satisfaction through improvements in the quality of public services.

These findings indicate that the existence of SOPs alone is not sufficient to increase public satisfaction if they are not consistently implemented in service practice. SOPs will only have a tangible impact on public satisfaction when they improve the quality of service directly experienced by the public. Therefore, public service quality plays a key role in mediating the influence of SOPs on public satisfaction.

CONCLUSION

Descriptively, this study shows that apparatus competence, standard operating procedures (SOPs), public service quality, and public satisfaction at the West Tanjung Jabung Regency Environmental Agency are in the good category. Civil servants are deemed to possess adequate knowledge, skills, and work attitudes to carry out public service duties. The implementation of Standard Operating Procedures (SOPs) has also been quite effective as guidelines for civil servants in providing services to the public. The quality of public services provided reflects relatively reliable, responsive service, and is supported by an empathetic attitude of civil servants in serving the public. This has resulted in a relatively high level of public satisfaction.

Verificationally, the research results demonstrate that civil servant competence has a positive and significant impact on the quality of public services. This finding indicates that improving civil servant competence will drive improvements in the quality of public services at the Tanjung Jabung Barat Regency Environmental Agency. Furthermore, standard operating procedures (SOPs) have also been shown to have a positive and significant impact on the quality of public services, indicating that clear and consistent implementation of SOPs can improve the quality of services provided to the public.

The research results also demonstrate that civil servant competence and SOPs have a positive and significant impact on public satisfaction. Furthermore, the quality of public services has a positive and significant impact on public satisfaction. Furthermore, the test results indicate that the quality of public services acts as a mediating variable in the relationship between civil servant competence and SOPs on public satisfaction. These results indicate that the influence of competence and SOPs on public satisfaction is not only direct, but also through improvements in the quality of public services. Thus, the quality of public services becomes a strategic variable that bridges internal organizational factors and levels of public satisfaction.

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