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The Influence Of Service Quality And Employee Competence On Public Satisfaction With Public Services At The Jujuhan Sub-District Office, Bungo Regency

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Abstract

Public satisfaction is an important indicator in assessing public service performance and reflects the ability of services to meet public expectations. This study aims to analyze the influence of service quality and employee competence on public satisfaction at the Jujuhan Sub-district Office, Bungo Regency. The study used a quantitative approach with descriptive and associative methods. The study population was the public who used the service, with 170 respondents selected through purposive sampling. Data were collected using a five-point Likert scale questionnaire and analyzed through validity, reliability, classical assumptions, multiple linear regression, coefficient of determination, t-test, and F-test. The results showed that service quality had a positive and significant effect on public satisfaction ($t = 10.831$; $p < 0.001$), while employee competence also had a positive and significant effect ($t = 2.027$; $p = 0.044$). Simultaneously, both variables had a significant effect with an R^2 value of 0.696. In conclusion, improving service quality and employee competence together can strengthen public satisfaction. The results of the study provide practical implications for improving service quality and the capacity of local government apparatus.

Keywords : Employee Competence, Public Satisfaction, Service Performance, Service Quality, Public Service

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INTRODUCTION

Public service is a fundamental aspect of government administration that plays a vital role in meeting the needs of the community and is part of the relationship between the government and the community as citizens. Based on Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, public service is defined as a series of activities to provide service needs in accordance with legal provisions and regulations for every citizen in the form of goods, services, and/or administrative services provided by public service providers (Republic of Indonesia, 2009). In its implementation, public service is not only related to administrative completion, but also reflects the obligation of government agencies to provide effective, accessible, transparent, accountable, professional, and responsive services. The quality of these services is also part of the effort to realize good governance and build public trust in government institutions. At the regional level, sub-districts have an important role because they are one of the government units that interact directly with the community through various administrative services and public needs.

Public satisfaction is a crucial aspect in assessing the services provided by government agencies. Satisfaction not only reflects public assessment of service outcomes but also serves as evaluation material to support continuous improvement of service performance. A high level of satisfaction indicates alignment between the service received and public expectations, while suboptimal satisfaction indicates the need for improvements in service delivery. This aligns with the view that satisfaction arises from a comparison between perceived performance and user expectations of a product or service (Kotler & Keller, 2020). Based on Regulation of the Minister of Administration and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017, the Public Satisfaction Survey is used as a guideline to measure the level of public satisfaction with services provided by public service units (PermenPANRB Number 14 of 2017 Concerning Guidelines for Compiling Public Satisfaction Surveys, 2017). Nationally, measurements conducted by the Ministry of Administration and Bureaucratic Reform show a National Public Satisfaction Index of 3.53 on a scale of 4, reflecting increasing public satisfaction with public services (Ministry of Administration and Bureaucratic Reform, 2024). This condition indicates that public satisfaction remains a crucial aspect in the provision of public services, including in government agencies at the sub-district level.

In the context of Bungo Regency, Jambi Province, Jujuhan District is one of the government areas that provides various public and administrative services for

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communities from several villages/hamlets with diverse needs. Based on data from the Bungo Regency Central Statistics Agency, Jujuhan District has a population of 19,832 people spread across 10 villages/hamlets, with the largest population in Rantau Ikil at 4,092 people and the smallest population in Baru Balai Panjang at 710 people (Bungo Regency Central Statistics Agency, 2024). This population distribution shows that the Jujuhan District Office has a service coverage that involves communities from various administrative areas. In this condition, the experience of the community as service recipients is an important part to pay attention to because the assessment of services is not only related to the final results of the service, but also to the interaction process during the service, including the provision of information, fulfillment of administrative requirements, service time, and resolution of community needs.

Based on pre-observations conducted at the Jujuhan District Office, variations in community experiences in receiving services were found. Some residents assessed that the services provided were sufficient to meet administrative needs, but in certain circumstances there were still waiting times that varied depending on the number of service users and the type of service required. Furthermore, some residents still needed to complete certain documents or administrative requirements before the service process could continue. Differences in community understanding of information, procedures, and service requirements were also part of the conditions found, so some residents required additional explanations regarding the stages of service that must be completed. These conditions indicate that the implementation of public services at the district level is influenced by community needs and the service mechanisms in place, making interaction between the community and service providers a crucial part in shaping the community's experience of the services they receive.

The diversity of community experiences indicates that the provision of public services at the Jujuhan Sub-district Office is quite complex, involving communities with diverse service needs, backgrounds, and levels of understanding. Public satisfaction is an important aspect to study because it can provide an overview of the alignment between the services provided and the needs, expectations, and experiences of the community as service users. Public assessment of services is not only based on the fulfillment of administrative requirements, but also on how the service process is implemented during interactions between the community and the service provider (Tjiptono, 2019). In this context, the provision of public services is also related to the clarity of procedures and the capacity of service providers in carrying out their duties and responsibilities (Hardiansyah, 2018). Service quality and employee competence are

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relevant aspects to study because both are related to the process of delivering services to the community in government institutions. Therefore, an empirical study is needed to determine the effect of service quality and employee competence on public satisfaction with public services at the Jujuhan Sub-district Office, Bungo Regency.

This study aims to determine the effect of service quality on public satisfaction, determine the effect of employee competence on public satisfaction, and determine the effect of service quality and employee competence together on public satisfaction at the Jujuhan Sub-district Office, Bungo Regency. This study is important because public satisfaction is part of the evaluation of public services, while the Jujuhan Sub-district Office serves people from areas with diverse populations and service needs and still found variations in experience in the service process. The novelty of this study lies in the empirical study that specifically examines the relationship between service quality and employee competence with public satisfaction in the context of public services at the Jujuhan Sub-district Office, Bungo Regency, so that it can provide an overview of the condition of public services based on the experience of the community as service recipients.

RESEARCH METHODS

This study used a quantitative approach with descriptive and associative methods to describe the condition of service quality, employee competence, and public satisfaction and to analyze the influence between variables. The study was conducted at the Jujuhan Sub-district Office, Bungo Regency, from January to July 2026. Data were collected through a questionnaire with a Likert scale of 1–5 based on the indicators of each variable.

The research instrument was tested through validity and reliability tests, followed by classical assumption tests covering normality, multicollinearity, and heteroscedasticity. Data analysis used descriptive analysis and multiple linear regression with the model $Y = a + b._1X_1 + b_2X_2 + e$. Hypothesis testing is carried out using the coefficient of determination (R^2), t-test, and F-test.

The study population was the community receiving services at the Jujuhan Sub-district Office in Bungo Regency. The sample was selected using purposive sampling with the criteria of being at least 17 years old, having received services, and being willing to be a respondent. Based on the 17 indicators and provisions of Hair et al. (2019), the sample size was set at 170 respondents (17 × 10).

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The research procedures include preparing a proposal, determining variables and indicators, preparing and distributing questionnaires to 170 respondents, data processing, testing instruments and classical assumptions, multiple linear regression analysis, hypothesis testing, and interpretation of results to obtain conclusions regarding the influence of service quality and employee competence on public satisfaction.

RESULTS AND DISCUSSION

Descriptive Analysis

1. Respondent Characteristics Based on Gender

Table 1. Respondent Characteristics Based on Gender

No	Gender	Amount	
		Respondents	Percentage
1.	Man	100	58.52%
2.	Woman	70	41.18%
Amount		170	100%
Source: Processed Questionnaire Data, 2026.			

Based on Table 1, it is known that the research respondents consisted of 100 men (58.52)% and 70 women (41.18)%. These data indicate that the majority of respondents in this study were men. This condition indicates that the services provided by the Jujuhan Sub-district Office are utilized by all levels of society without distinction of gender.

2. Respondent Characteristics Based on Age

Table 2. Respondent Characteristics Based on Age

No	Age	Amount	
		Respondents	Percentage
1.	17 – 25 years old	60	35.30%
2.	26 – 35 years old	40	23.52%
3.	36 – 45 years old	25	14.70%
4.	45>	45	26.48%
Amount		170	
Source: Processed Questionnaire Data, 2026.			

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Based on Table 2, it is known that the largest number of respondents were in the 17-25 age group, amounting to 60 people (35.30%), while the smallest number of respondents were in the 36-45 age group, amounting to 25 people (14.70%). These results indicate that the majority of service users at the Jujuhan Sub-district Office are of productive age, who generally have higher administrative and public service needs.

3. Respondent Characteristics Based on Education Level

Table 3. Respondent Characteristics Based on Education Level

No	Level of education	Amount	
		Respondents	Percentage
1.	Elementary School	45	26.47%
2.	JUNIOR HIGH SCHOOL	27	15.88%
3.	High School/Vocational School/Islamic High School	56	32.95%
4.	DIPLOMA	3	1.77%
5.	BACHELOR	30	17.65%
6.	OTHER	9	5.28%
Amount		170	100%
Source: Processed Questionnaire Data, 2026.			

Based on Table 3, it is known that the majority of respondents had a high school/vocational school/Islamic high school education level of 56 people (32.95%), while the education level with the fewest respondents was a diploma with 3 people (1.77%). The level of education of respondents can influence how the public understands service procedures and assesses the quality of services provided by sub-district officials.

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Frequency Distribution of Research Instruments

1. **Frequency Distribution of Respondents' Answers to the Service Quality Variable Statement Instrument (X1)**

Table 4. Frequency Distribution of Respondents' Answers to the Service Quality Variable Statement Instrument (X1)

No	Statement	STS	TS	N	S	SS	Amount	Average
	Physical Evidence (Tangibles)							
1.	The service facilities at the Jujuhan Sub-district Office look clean and neatly arranged.	2	1	14	66	87	170	**4.38**
2.	Employees appear neat and polite when providing service.	0	2	9	66	93	170	**4.47**
3.	The available service facilities and infrastructure help ensure smooth service.	0	4	21	65	80	170	**4.30**
	Reliability							
4.	Employees provide services according to established procedures.	0	0	27	85	58	170	**4.18**
5.	Employees are able to provide services	0	2	31	83	54	170	**4.11**

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No	Statement	STS	TS	N	S	SS	Amount	Average
	appropriately and accurately.							
6.	The services provided are in accordance with the needs of the community.	1	1	19	96	53	170	**4.17**
	Responsiveness							
7.	Employees quickly respond to community needs while services are in progress.	0	5	29	67	69	170	**4.18**
8.	Employees are willing to help people who experience difficulties in providing services.	0	3	17	75	75	170	**4.31**
9.	Employees provide service information clearly and easily understood.	0	1	14	81	74	170	**4.34**
	Assurance							
10.	The staff provide service with a polite and friendly attitude.	1	4	16	72	77	170	**4.29**
11.	Employees are able to provide a	0	3	37	74	56	170	**4.08**

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No	Statement	STS	TS	N	S	SS	Amount	Average
	sense of security and comfort during the service process.							
12.	Employees have good abilities in providing services to the community.	0	1	25	89	55	170	**4.16**
	Empathy							
13.	Employees pay attention to the needs of the community.	0	2	36	77	55	170	**4.09**
14.	Employees serve the public without discrimination.	0	5	35	73	57	170	**4.07**
15.	Employees show concern for public complaints or questions.	0	4	34	75	57	170	**4.09**

Data Source: spss 20.0 2026.

Based on the table4 above can be seen from the average value of the Service Quality indicator (X1) where the highest value is 4.47 which is found in the second statement regarding "Employees appear neat and polite when providing service."

The second highest average value, namely 4.38, is found in the first statement, "The service facilities at the Jujuhan Sub-district Office look clean and neatly arranged." The third highest average value, namely 4.34, is found in the second statement, "Employees provide service information clearly and easily understood."

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2. Frequency Distribution of Respondents' Answers to the Employee Competency Variable Statement Instrument (X2)

Table 5. Frequency Distribution of Respondents' Answers to the Employee Competency Variable Statement Instrument (X2)

No	Statement	STS	TS	N	S	SS	Amount	Average
	Knowledge							
1.	Employees have good knowledge of the tasks and services provided.	0	0	15	71	84	170	**4.41**
2.	Employees understand the service procedures that apply at the Jujuhan Sub-district Office.	0	0	12	83	75	170	**4.37**
3.	Employees are able to explain service information to the public well.	0	2	17	66	85	170	**4.38**
	Skills							
4.	Employees have good skills in providing services.	0	1	22	83	64	170	**4.24**

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No	Statement	STS	TS	N	S	SS	Amount	Average
5.	Employees are able to complete service work appropriately.	0	4	26	82	58	170	**4.14**
6.	Employees are skilled in using service support facilities.	0	3	20	94	53	170	**4.16**
	Work Attitude							
7.	Employees demonstrate a disciplined work attitude in providing services.	1	3	22	87	57	170	**4.15**
8.	Employees are friendly and polite to the public.	2	0	15	82	71	170	**4.29**
9.	Employees are responsible for providing services to the community.	0	0	21	90	59	170	**4.22**
Data Source: spss 20.0 2026.								

Based on the table5 above can be seen from the average value of the Employee Competency indicator (X2) where the highest value is 4.41 in statement number 1

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regarding "Employees have good knowledge of the tasks and services provided.". The second highest average value, namely 4.38, is found in statement number three "Employees are able to explain service information to the public well." The third highest average value, namely 4.37, is found in statement number two "Employees understand the service procedures that apply at the Jujuhan Sub-district Office."

3. Frequency Distribution of Respondents' Answers to the Community Satisfaction Variable Statement Instrument (Y)

Table1. Frequency Distribution of Respondents' Answers to the Community Satisfaction Variable Statement Instrument (Y)

No	Statement	STS	TS	N	S	SS	Amount	Average
	Condition							
1.	Service requirements are easy for the public to fulfill.	1	2	17	73	77	170	**4.31**
2.	Service requirements are set according to community needs.	0	1	15	80	74	170	**4.34**
	Systems, mechanisms and procedures							
3.	The service procedures are easy to understand and follow.	0	1	22	66	81	170	**4.34**

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No	Statement	STS	TS	N	S	SS	Amount	Average
4.	The service mechanism is running well.	0	4	32	79	55	170	**4.09**
	Completion time							
5.	Service completion time is in accordance with applicable provisions.	1	2	37	75	55	170	**4.06**
6.	Services are provided on time.	3	5	31	77	54	170	**4.02**
	Fees / rates							
7.	Service fees are clear and easy for the public to understand.	0	8	52	64	46	170	**3.87**
8.	Service fees are in accordance with applicable provisions.	0	7	57	65	41	170	**3.82**
	Product specification service type							
9.	The results of the services provided are in accordance with the needs	0	5	24	93	48	170	**4.08**

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No	Statement	STS	TS	N	S	SS	Amount	Average
	of the community.							
10.	The service products received are of good quality.	0	3	43	70	55	170	**4.04**
	Executor behavior							
11.	Employees have good skills in providing services.	3	1	22	88	56	170	**4.14**
12.	Employees understand their service duties well.	0	1	22	88	56	170	**4.18**
	Implementer competency							
13.	Employees are polite and friendly to the public.	2	1	15	96	56	170	**4.19**
14.	Employees provide fair services to the public.	0	3	32	89	46	170	**4.05**
	Handling, complaints, suggestions and input							
15.	Public complaints	1	1	6	42	66	170	**3.96**

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No	Statement	STS	TS	N	S	SS	Amount	Average
	were responded to well by employees.							
16.	Public suggestions and input are taken into account in services.	2	2	57	69	40	170	**3.84**
	Facilities and infrastructure							
17.	Service facilities and infrastructure support public comfort.	1	5	49	84	31	170	**3.82**
18.	The service facilities available are adequate for the community.	2	6	56	71	35	170	**3.77**
Data Source: spss 20.0 2026.								

Based on table 6 above, it can be seen from the average value of the Community Satisfaction indicator (Y) that the highest value is 4.34, which is found in statement number 2 regarding "Service requirements are determined according to community needs."" and statement number 3 "Service procedures are easy to understand and follow." The second highest average value, namely 4.31, is found in statement number 1 "Service requirements are easy for the public to fulfill." The third highest average value, namely 4.19, is found in statement number 13 "Employees are polite and friendly to the public."

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Data Analysis Techniques

1. Validity Test

A. Service Quality Variable (X1)

Table 7. Results of Service Quality Validity Test (X1)

Variables	Statement Items	R count	R table	information
Service Quality (X1)	X1.1	0.718	0.150	Valid
	X1.2	0.686	0.150	Valid
	X1.3	0.757	0.150	Valid
	X1.4	0.746	0.150	Valid
	X1.5	0.755	0.150	Valid
	X1.6	0.741	0.150	Valid
	X1.7	0.765	0.150	Valid
	X1.8	0.768	0.150	Valid
	X1.9	0.691	0.150	Valid
	X1.10	0.824	0.150	Valid
	X1.11	0.800	0.150	Valid
	X1.12	0.759	0.150	Valid
	X1.13	0.790	0.150	Valid
	X1.14	0.728	0.150	Valid
	X1.15	0.768	0.150	Valid
Data Source: spss 20.0 2026				

B. Employee Competency Variable (X2)

Table 8. Results of Employee Competency Validity Test (X2)

Variables	Statement Items	R count	R table	information
Employee Competence (X2)	X2.1	0.667	0.150	Valid
	X2.2	0.646	0.150	Valid
	X2.3	0.697	0.150	Valid
	X2.4	0.681	0.150	Valid
	X2.5	0.700	0.150	Valid
	X2.6	0.676	0.150	Valid
	X2.7	0.710	0.150	Valid
	X2.8	0.694	0.150	Valid

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	X2.9	0.651	0.150	Valid
Data Source: spss 20.0 2026				

C. Community Satisfaction Variable (Y)

Table 9. Results of the Public Satisfaction Validity Test (Y)

Variables	Statement Items	R count	R table	information
Public Satisfaction (Y)	Y1.1	0.672	0.150	Valid
	Y1.2	0.683	0.150	Valid
	Y1.3	0.790	0.150	Valid
	Y1.4	0.752	0.150	Valid
	Y1.5	0.697	0.150	Valid
	Y1.6	0.764	0.150	Valid
	Y1.7	0.743	0.150	Valid
	Y1.8	0.734	0.150	Valid
	Y1.9	0.744	0.150	Valid
	Y1.10	0.763	0.150	Valid
	Y1.11	0.699	0.150	Valid
	Y1.12	0.762	0.150	Valid
	Y1.13	0.735	0.150	Valid
	Y1.14	0.759	0.150	Valid
	Y1.15	0.744	0.150	Valid
	Y1.16	0.754	0.150	Valid
	Y1.17	0.709	0.150	Valid
	Y1.18	0.707	0.150	Valid
Data Source: spss 20.0 2026				

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2. Reliability Test

Table 10. Results of the Reliability Test of Service Quality (X1) Employee Competence (X2) Public Satisfaction (Y)

No	Variables	Reliable Provisions	Cronbach's Alpha	Results	Conclusion
1.	Service Quality (X1)	0.70	0.945	Reliable	All data is Reliable.
2.	Employee Competence (X2)	0.70	0.911	Reliable	
3.	Public Satisfaction (Y)	0.70	0.949	Reliable	
Data Source: spss 20.0 2026					

Based on Table 10, all variables have Cronbach's Alpha values above 0.70, namely Service Quality (0.945), Employee Competence (0.911), and Public Satisfaction (0.949). This indicates that all statement items have good to excellent internal consistency. Thus, the research instrument is declared reliable and suitable for further analysis regarding the influence of service quality and employee competence on public satisfaction at the Jujuhan Sub-district Office, Bungo Regency.

3. Classical Assumption Test

A. Normality Test

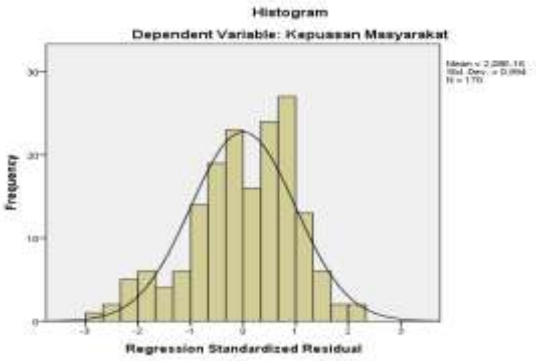


Figure 1. Dependent Variable Charts

Data Source: spss 20.0 2026

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Based on the SPSS output results, the histogram graph shows a distribution pattern that forms a bell-shaped curve (*bell-shaped*), this pattern shows that the residual distribution in the regression model is normally distributed, thus indicating that the data has met the normality assumption.

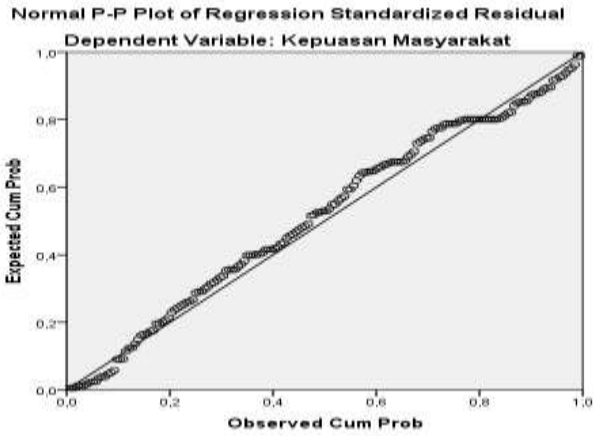


Figure 2. Normal PP Plot
Data Source: spss 20.0 2026

The results of the normality test using the Normal PP Plot graph show that the residual points are distributed around the diagonal line. This indicates that the residual data generated from the regression model has a distribution close to a normal distribution. The absence of significant deviations from the diagonal line indicates that the regression model meets the assumption of normality. Therefore, this research data can be declared suitable for further statistical testing.

Table 11. Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		170
Normal Parametersa,b	Mean	0E-7
	Standard Deviation	5.73687608
Most Extreme Differences	Absolute	,073
	Positive	,044
	Negative	-,073
Kolmogorov-Smirnov Z		,957

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Asymp. Sig. (2-tailed)	,319
a. Test distribution is Normal.	
b. Calculated from data. *Data source: spss 20.0 2026*	

Based on the results of the Kolmogorov-Smirnov normality test, a significance value (Asymp. Sig. 2-tailed) of 0.319 > 0.05 was obtained. The results of the histogram graph and Normal PP Plot also showed a normal distribution pattern. Thus, the research residuals were normally distributed and the regression model met the normality assumption, making it suitable for use in multiple linear regression analysis.

B. Multicollinearity Test

Table 12. Multicollinearity Test Results for Service Quality Variables (X1), Employee Competence (X2), and Public Satisfaction (Y).

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Quality of Service	,406	2,464
	Employee Competence	,406	2,464
Data source: spss 22.0 2026			

Based on the multicollinearity test results, variables X1 and X2 have a tolerance value of 0.406 (>0.10) and a VIF of 2.464 (<10). These results indicate that there is no high correlation between the independent variables. Thus, this research regression model does not exhibit multicollinearity and is suitable for further analysis.

C. Heteroscedasticity Test

Table 13. Heteroscedasticity Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,753	2,011		-,375	,708
	Quality of Service	,029	,049	,070	,590	,556

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	Employee Competence	,092	,072	,152	1,280	,202
Data source: spss 20.0 2026						

Based on the test results using the Glejser method, it was found that the Service Quality variable obtained a significance value of 0.556, while the Employee Competence variable obtained a significance value of 0.202. Both independent variables showed a significance value greater than the significance level used in the study, which was 0.05.

These results show that there is no significant influence between the independent variables on the absolute residual value.*(absolute residual).*This indicates that the residual variance in the regression model tends to be constant and does not experience irregular changes between observations. Thus, the regression model does not exhibit any symptoms of heteroscedasticity.

4. Multiple Linear Regression Analysis

Table 14. Multiple Linear Regression Analysis

Coefficientsa						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	6,393	3,445		1,856	,065
	Quality of Service	,901	,083	,725	10,831	,000
	Employee Competence	,248	,123	,136	2,027	,044
a. Dependent Variable: Community Satisfaction						

Data source: spss 20.0 2026.

Based on table 4.12 above, the regression equation can be seen as: Y = 0.725X1 + 0.136 X2 + e. Based on the regression equation, it can be interpreted as follows:

A. The influence of service quality on public satisfaction has a positive coefficient value of a constant value of 0.725.
B. The influence of employee competence on public satisfaction has a positive coefficient value of a constant value of 0.136.

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C. Between the two larger variables, namely variable x1 with a coefficient value of 0.136.

5. Coefficient of Determination Test

Table 15. Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,834a	,696	,693	5,771
a. Predictors: (Constant), Employee Competence, Service Quality				

Data source: spss 20.0 2026.

Based on the data processing results, the R Square value was obtained at 0.696 or 69.6%. This indicates that Service Quality and Employee Competence together are able to explain 69.6% of the variation in Public Satisfaction, while 30.4% is influenced by other factors outside the study. The Adjusted R Square value of 0.693 or 69.3% indicates that after adjusting for the number of independent variables, the regression model has a fairly strong ability to explain Public Satisfaction.

6. Hypothesis Testing

A. Partial Test (T-Test)

Table 16. T-Test Results

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,393	3,445		1,856	,065
	Quality of Service	,901	,083	,725	10,831	,000
	Employee Competence	,248	,123	,136	2,027	,044
a. Dependent Variable: Community Satisfaction						

Data Source: Spss 20.0 2026

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a. The Influence of Service Quality (X1) on Public Satisfaction (Y)

Based on the results of the t-test, Service Quality (X1) obtained a calculated t-value of 10.831 > t-table 1.974 with a significance of 0.000 < 0.05. Thus, H_0rejected and H_1accepted, so that Service Quality partially has a positive and significant effect on Public Satisfaction (Y) at the Jujuhan Sub-district Office, Bungo Regency. The Standardized Coefficients (Beta) value of 0.725 indicates that Service Quality has a fairly strong influence. The better the service provided, such as fast, accurate, friendly, and according to community needs, the higher the public satisfaction.

b. The Influence of Employee Competence (X2) on Community Satisfaction (Y)

Based on the results of the t-test, Employee Competence (X2) obtained a calculated t-value of 2.027 > t-table 1.974 with a significance of 0.044 < 0.05. Thus, H_0rejected and H_2accepted, so that Employee Competence partially has a positive and significant effect on Public Satisfaction (Y). The Standardized Coefficients (Beta) value of 0.136 indicates that the influence of Employee Competence is smaller than Service Quality. Therefore, increasing employee knowledge, skills, professionalism, and abilities through education and training is necessary to increase public satisfaction.

B. F test

Table 17. F Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12607,893	1	12607,893	371,669	,000b
	Residual	5698,954	168	33,922		
	Total	18306,847	169			
a. Dependent Variable: Community Satisfaction						
b. Predictors: (Constant), Service Quality						

Data source: Spss 22.0 2026

Based on the results of the F test in the ANOVA table, the calculated F value was 191.329 > F table 3.05 with a significance value of 0.000 < 0.05. Thus, H_0rejected and

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H_3accepted, so that Service Quality (X1) and Employee Competence (X2) simultaneously have a positive and significant effect on Public Satisfaction (Y) at the Jujuhan Sub-district Office, Bungo Regency. This shows that increasing service quality and employee competence together can increase public satisfaction. Thus, the regression model used is declared appropriate to explain the influence of the two independent variables on Public Satisfaction.

Table 18. Hypothesis Results

No	Hypothesis	t/F Count	t/F Table	Sig.	Decision	Conclusion
1.	H1: Service Quality (X1) influences customer satisfaction.	10,831	1,974	0,000	H_0rejected and H_1accepted	Positive and significant impact
2.	H2: Employee Competence (X2) has an effect on Public Satisfaction	2,027	1,974	0.004	H_0rejected and H_3accepted	Positive and significant impact
3.	H3: Service Quality (X1) & Employee Competence (X2) simultaneously influence Public Satisfaction	191,329	3.05	0,000	H_0rejected and H_3accepted	Has a positive and significant effect simultaneously.
Data source: Spss 20.0 Year 2026						

Based on the Table18 above, it can be seen that all hypotheses in this study are accepted. The Service Quality variable (X1) obtained a t-value of 10.831 with a significance value of 0.000, thus having a positive and significant effect on Community Satisfaction (Y). Furthermore, the Employee Competence variable (X2) obtained a t-value of 2.027 with a significance value of 0.044, thus also having a positive and significant effect on Community Satisfaction (Y).

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Based on the results of the simultaneous test (F test), the calculated F value was 191.329 with a significance value of 0.000, so it can be concluded that Service Quality (X1) and Employee Competence (X2) together have a positive and significant effect on Public Satisfaction (Y) at the Jujuhan District Office, Bungo Regency.

DISCUSSION OF RESEARCH RESULTS

The Relationship between Service Quality Variables and Public Satisfaction

Based on the research results, Service Quality (X1) has a positive and significant effect on Public Satisfaction (Y), as evidenced by the calculated t value of 10.831 > t table 1.974 and a significance value of 0.000 < 0.05. Thus, H_0rejected and H_1accepted. The Standardized Coefficients (Beta) value of 0.725 indicates that Service Quality is a more dominant variable than Employee Competence in increasing public satisfaction.

These results indicate that the greater the accuracy, speed, friendliness, clarity of procedures, and ease of information provided in services, the higher the public satisfaction. This finding aligns with the theory of Parasuraman, Zeithaml, and Berry regarding the dimensions of tangibles, reliability, responsiveness, assurance, and empathy, as well as research by Dino Londika (2022), which states that service quality has a positive and significant effect on public satisfaction. Therefore, the Jujuhan Sub-district Office of Bungo Regency needs to continuously improve the quality of services, infrastructure, and employee professionalism.

The Relationship between Employee Competency Variables and Public Satisfaction

Based on the research results, Employee Competence (X2) has a positive and significant effect on Community Satisfaction (Y), as evidenced by the calculated t value of 2.027 > t table 1.974 and a significance value of 0.044 < 0.05. Thus, H_0rejected and H_2accepted. The Standardized Coefficients (Beta) value of 0.136 indicates that Employee Competence has a positive influence, although smaller than Service Quality.

These results indicate that employee knowledge, skills, experience, abilities, and professionalism can improve service quality and public satisfaction. These findings align with Wibowo's (2017) theory and Dino Londika's (2022) research, which states that employee competence has a positive and significant impact on public satisfaction. Therefore, the Jujuhan Sub-district Office of Bungo Regency needs to improve employee competence through education, training, skills development, discipline, and professional development.

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The Relationship between Service Quality and Employee Competence Variables and Public Satisfaction

Based on the research results, Service Quality (X1) and Employee Competence (X2) simultaneously have a positive and significant effect on Public Satisfaction (Y), as evidenced by the calculated F of 191.329 > F table 3.05 and a significance value of 0.000 < 0.05. Thus, H_0rejected and H_3accepted. The R Square value of 0.696 indicates that the two variables are able to explain 69.6% of the variation in Public Satisfaction, while 30.4% is influenced by other factors outside the study.

These results indicate that service quality and employee competency mutually support each other in creating effective, efficient public services that meet public expectations. This finding aligns with Sinambela's (2016) theory and Dino Londika's (2022) research. Therefore, the Jujuhan Sub-district Office in Bungo Regency needs to improve service quality, infrastructure, and employee competency through ongoing education, training, and professional development.

CONCLUSION

The study concludes that service quality and employee competence significantly influence public satisfaction at the Jujuhan District Head Office, Bungo Regency. Partially, service quality has a positive and significant effect, with a t-value of 10.831 and significance of 0.000, while employee competence also has a positive and significant effect, with a t-value of 2.027 and significance of 0.044. Service quality has a more dominant influence, indicated by a standardized coefficient of 0.725 compared with 0.136 for employee competence. Simultaneously, both variables significantly affect public satisfaction, with an R^2 of 0.696, indicating that 69.6% of the variation in public satisfaction is explained by the research model. Practically, the findings imply that the Jujuhan District Head Office should prioritize improvements in service speed, accuracy, accessibility of information, facilities, employee professionalism, and competency development through continuous training.

This study is limited by its cross-sectional design, purposive sampling, and focus on a single government institution, which may limit the generalizability of the findings to other public service contexts. The study also relied on respondents' perceptions collected through questionnaires, so the findings may not fully capture changes in service quality and satisfaction over time or other contextual factors influencing public satisfaction. Future research should consider longitudinal designs, broader geographical coverage, probability sampling, and additional variables such as accessibility, trust,

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digital service quality, responsiveness, and organizational performance. Comparative studies across districts or government institutions are also recommended to provide broader evidence regarding the determinants of public satisfaction.

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