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The Influence of Human Resources, Procedures, and Location on Community Satisfaction in Pejuang Urban Village, Medan Satria District, Bekasi City

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Abstract

This study aims to determine and analyze the effects of Human Resources, Procedures, and Location on Community Satisfaction with One-Stop Integrated Services (PTSP) in Pejuang Urban Village, Medan Satria District, Bekasi City, both partially and simultaneously. This study employed a quantitative approach with descriptive and associative methods and a cross-sectional research design. Data were collected through a questionnaire using a 1–5 Likert scale involving 100 respondents who were users of PTSP services in Pejuang Urban Village. The data were analyzed using descriptive analysis, validity and reliability tests, normality testing, multiple linear regression analysis, t-test, F-test, and coefficient of determination. The results show that, descriptively, the Human Resources variable obtained a mean score of 4.051, Procedures 3.990, Location 3.870, and Community Satisfaction 3.961. The multiple linear regression analysis produced the equation Y = 0.350 + 0.368X1 + 0.173X2 + 0.369X3. Partially, Human Resources had a significant relationship with Community Satisfaction, with a t-value of 4.090 and a significance value of 0.000; Procedures had a t-value of 2.053 and a significance value of 0.043; while Location had a t-value of 4.200 and a significance value of 0.000. Simultaneously, the three independent variables showed a significant relationship with Community Satisfaction, with an F-value of 23.551 and a significance value of 1.652×10^{-11}.

Keywords: **Human Resources, Procedures, Location, Community Satisfaction, One-Stop Integrated Services.**

INTRODUCTION

Public services are a fundamental government function for fulfilling citizens' basic needs and rights, while service quality is an important indicator of government

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performance. As public expectations increase, service providers are required to deliver services that are timely, accurate, accessible, transparent, and accountable. Citizens also expect clear procedures, competent personnel, understandable information, and convenient service locations (Akil & Tonapa, 2024). One government initiative to improve service quality is the One-Stop Integrated Service (PTSP) system, which integrates service processes to simplify access, reduce administrative complexity, improve efficiency, and promote transparency.

Human resources (HR) are a key factor in public service delivery because government personnel interact directly with citizens. Their competence, communication skills, attitudes, and professionalism influence the quality of citizens' service experiences. Competent personnel can provide accurate information and assist citizens effectively, while friendly, responsive, and professional conduct can improve satisfaction (Yolanda et al., 2024). In addition, clear and simple service procedures help citizens understand service stages, administrative requirements, and processing timelines, thereby reducing errors and uncertainty. Conversely, complicated procedures, incomplete information, and delays may lead to dissatisfaction (Nurani & Nugroho, 2025).

Service location is another factor that influences citizens' access to and comfort in obtaining public services. A strategic, accessible, and comfortable location supported by adequate facilities can improve the service experience, whereas limited accessibility and inadequate facilities may create obstacles (Mu'ammar et al., 2024). Pejuang Urban Village, located in Medan Satria District, Bekasi City, provides various administrative services, including population administration, administrative recommendations, and assistance with Business Identification Number (NIB) applications. In this setting, personnel competence, procedural clarity, and the availability of digital service information, particularly for the Online Single Submission (OSS) system, are important considerations. The accessibility, comfort, and supporting facilities of the service location also warrant attention because they can influence citizens' perceptions of the services received.

Community satisfaction reflects citizens' assessments of services by comparing their actual experiences with their expectations. It can be influenced by service processes, processing times, staff attitudes, service outcomes, and facilities. Although previous studies have examined public service quality, PTSP effectiveness, personnel competence, and community satisfaction, further research is needed to examine human resources, procedures, and location both individually and simultaneously in the context of urban village services. Therefore, this study aims to describe the conditions of human resources, service procedures, location, and community satisfaction at Pejuang Urban Village, as well as to examine the influence of human resources, procedures, and location on community satisfaction.

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LITERATURE REVIEW

Public Service Management

Public service management is the process through which the government organizes and delivers services to meet the needs of the community. Public services must be provided professionally, transparently, and accountably to ensure that citizens' needs are effectively addressed. According to Moenir (2020), public service management involves organizing service activities to meet community needs effectively and efficiently, while Sinambela (2021) defines public services as government activities aimed at achieving community satisfaction through quality service delivery.

Effective public services are characterized by clear service procedures, timely delivery, competent service personnel, professional staff attitudes, and transparent service information. These elements are essential for ensuring that services meet community expectations, facilitate access to administrative processes, and improve overall public satisfaction.

The Concept of Public Service and One-Stop Integrated Services

Public services are a fundamental government function aimed at fulfilling citizens' needs and rights through the provision of administrative services, goods, and services in accordance with applicable laws and regulations. According to Dwiyanto (2021), public services are an essential part of the relationship between government and society, reflecting the government's presence in meeting public needs. Service quality is assessed not only by the final outcomes but also by the service process, accessibility, information transparency, and interactions between service personnel and citizens. Similarly, Hardiyansyah (2018) emphasizes that public service quality relates to the ability of service providers to meet community needs and expectations through effective, efficient, transparent, and responsive service delivery.

The principles of public service require clear procedures, predictable completion times, accessible information, competent personnel, and adequate supporting facilities. Service quality depends not only on an organization's ability to deliver services but also on how citizens experience and perceive them. Therefore, human resource competence, procedural clarity, and service location conditions are integral components of public service delivery. In this study, these principles provide the basis for examining services at Pejuang Urban Village, Medan Satria District, Bekasi City, particularly the influence of human resources, procedures, and location on community satisfaction.

One-Stop Integrated Services (Pelayanan Terpadu Satu Pintu, or PTSP) are designed to facilitate public access by integrating service processes into a simpler, clearer, and better-coordinated system that provides greater certainty. In this study, PTSP serves as the service context rather than an independent variable. Accordingly,

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the research does not examine the effect of PTSP implementation on community satisfaction; instead, it investigates whether the quality of human resources, the implementation of service procedures, and the conditions of the service location influence community satisfaction as experienced by service users.

Human Resources in Public Service

Public officials interact directly with the community during the public service delivery process; therefore, their competence and professionalism are important factors in shaping public perceptions of the services received. Competent officials are better equipped to understand their duties and service regulations, explain requirements, and assist citizeSns in completing administrative procedures accurately. Yolanda et al. (2024) found that human resource competence and public service quality significantly influence community satisfaction. Furthermore, Mulyawan et al. (2024) found that employee competence contributes to community satisfaction through service quality, while Ismiwati et al. (2025) emphasized the importance of clear communication, interpersonal skills, and technical competence in improving public service responsiveness. Thus, the competence and communication skills of public officials are essential to delivering effective services that meet community expectations.

In addition to technical competence, the attitudes and behavior of service personnel are also important. Friendly, courteous, responsive, and professional conduct can foster positive interactions between service providers and the public. Conversely, limitations in personnel competence and inappropriate attitudes may create difficulties and dissatisfaction among community members. Therefore, the better the quality of human resources in public service delivery, the more likely the community is to provide a positive assessment of the services received.

Procedures in the Public Service

Clear service procedures provide citizens with certainty regarding the requirements, stages, processing times, and information needed to obtain public services. The availability of service standards helps citizens understand administrative processes while reducing uncertainty throughout service delivery. Adam and Maulida (2024) demonstrated that service standards are necessary to ensure certainty and transparency regarding service requirements, processing times, and costs. Similarly, Hikmah S. and Tonapa (2024) emphasized the importance of service standards as guidelines for delivering services that are clear, accessible, timely, and measurable. Therefore, procedural clarity is an essential factor in improving service accessibility and community satisfaction.

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Simple procedures can also reduce the burden on citizens when accessing public services. When citizens are required to go through lengthy, unclear, or repetitive steps, the service process may become inefficient and lead to dissatisfaction. Therefore, in this study, procedures are considered one of the factors that may influence community satisfaction.

Location in Public Services

A strategically located service facility makes it easier for the public to find and access service locations. Accessibility is important because people have different geographical and social circumstances, as well as varying levels of mobility. In addition to accessibility, location comfort also influences the public's service experience. A clean, safe, well-organized service environment with adequate waiting areas can provide comfort while people wait or go through the service process.

Supporting facilities, such as seating, waiting rooms, queue management systems, information boards, toilets, and other amenities, can also facilitate smooth service delivery. Therefore, in this study, location is considered one of the factors that may influence community satisfaction.

RESEARCH METHODOLOGY

This study employs a quantitative research method with a descriptive and associative approach and a cross-sectional design to examine public perceptions of Human Resources (X_1), Procedures (X_2), Location (X_3), and Community Satisfaction (Y) in One-Stop Integrated Services (PTSP) at Pejuang Urban Village, Medan Satria District, Bekasi City. Data are collected through questionnaires and analyzed using descriptive and inferential statistics to describe each variable and test the partial and simultaneous effects of the three independent variables on community satisfaction. Human Resources are measured through personnel competence, communication skills, and staff attitudes and behavior; Procedures through clarity, simplicity, service timeliness, and information transparency; Location through accessibility, strategic positioning, comfort, and supporting facilities; and Community Satisfaction through perceptions of the service process, processing time, staff attitudes, service outcomes, and facilities. PTSP serves as the research context rather than an independent variable. Consistent with Sugiyono (2022), the quantitative approach uses numerical data and statistical analysis to test established hypotheses. The study aims to provide an empirical description of the four variables and determine whether Human Resources, Procedures, and Location influence Community Satisfaction individually and collectively.

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RESULT

Descriptive Statistics of Variables

The interpretation of the mean scores uses the following intervals: 1.00–1.80 = very low; 1.81–2.60 = low; 2.61–3.40 = moderate; 3.41–4.20 = high; and 4.21–5.00 = very high.

Table 1. Descriptive Variables

Variable	Item	Mean	Category	Standard Deviation	Min	Max	Alpha
Human Resources (X_1)	9	4.051	Height	0.439	3.000	5.000	0.853
Procedure (X_2)	9	3.990	Height	0.513	2.444	5.000	0.898
Location (X_3)	10	3.870	Height	0.493	2.400	5.000	0.901
Community Satisfaction (Y)	10	3.961	Height	0.492	2.800	5.000	0.891

The Human Resources (X_1) variable has a mean score of 4.051 and a standard deviation of 0.439, placing it in the high category, with scores ranging from 3.000 to 5.000. The mean scores across all nine indicators range from 3.950 to 4.180, and all are classified as high. These findings indicate that respondents generally have positive perceptions of human resources in PTSP service delivery at Pejuang Urban Village, particularly regarding staff competence, understanding of service procedures and requirements, communication skills, and attitudes and behavior when serving the public. Overall, the results suggest that respondents perceive the quality of human resources to be high based on the analyzed data.

The Procedures (X_2) variable has a mean score of 3.990 and a standard deviation of 0.513, placing it in the high category, with scores ranging from 2.444 to 5.000. The mean scores across all nine indicators range from 3.800 to 4.120, and all are classified as high. These findings indicate that respondents generally have positive perceptions of PTSP service procedures at Pejuang Urban Village, particularly regarding the clarity of service stages, procedural simplicity, timeliness, and availability of service information. Overall, respondents tend to perceive the procedures as understandable and easy to follow, although the high mean score alone does not establish that all procedures are operating optimally.

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The Location (X_3) variable has a mean score of 3.870 and a standard deviation of 0.493, placing it in the high category, with scores ranging from 2.400 to 5.000. The mean scores across all ten indicators range from 3.740 to 3.990, and all are classified as high. These findings indicate that respondents generally have positive perceptions of PTSP service locations at Pejuang Urban Village, particularly regarding accessibility, strategic positioning, environmental comfort, and supporting facilities. However, compared with the other independent variables, Location has the lowest mean score, suggesting that respondents' perceptions of this aspect are relatively less favorable than their perceptions of Human Resources and Procedures. This comparison is descriptive and does not establish that Location is the factor most in need of improvement without further analysis.

Community Satisfaction (Y) has a mean score of 3.961 and a standard deviation of 0.492, placing it in the high category, with scores ranging from 2.800 to 5.000. The mean scores for all ten indicators range from 3.840 to 4.130, and all are classified as high. These results indicate that respondents generally expressed positive perceptions of PTSP services at Pejuang Urban Village, covering service processes, processing time, staff attitudes, service outcomes, and facilities. Overall, the findings suggest a high level of community satisfaction within the analyzed data, reflecting respondents' response patterns rather than the percentage of the population that is satisfied.

Instrument Reliability Test

Reliability was assessed using Cronbach's Alpha. An alpha value above 0.80 is generally considered an indication of adequate internal consistency in social research, while taking into account the number of items and the context of the instrument.

Table 2. Instrument Reliability Test

Variable	Cronbach's Alpha	Interpretation
Human Resources (X_1)	0.853	Reliabel
Procedure (X_2)	0.898	Reliabel
Location (X_3)	0.901	Reliabel
Community Satisfaction (Y)	0.891	Reliabel

Normality Test

The normality test was conducted to determine whether the data for each research variable followed a normal distribution. The Shapiro–Wilk test was used because the study involved 100 respondents. The decision criteria were as follows: if the significance value (Sig.) is greater than 0.05, the data are considered normally distributed, whereas if

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the significance value is less than or equal to 0.05, the data are considered not normally distributed.

The results of the Shapiro–Wilk normality test are presented in Table 3. below.

Table 3. Normality Test

Variable	N	Shapiro-Wilk	Sig. (p-value)	Remarks
X_1 – Human Resources	100	0,985976	0,372493	Normal
X_2 – Procedure	100	0,986434	0,400705	Normal
X_3 – Location	100	0,985416	0,340125	Normal
Y – Community Satisfaction	100	0,985281	0,332129	Normal

Based on Table 3, the Shapiro–Wilk normality test shows that all research variables have significance values greater than 0.05: Human Resources (X_1) = 0.372493, Procedures (X_2) = 0.400705, Location (X_3) = 0.340125, and Community Satisfaction (Y) = 0.332129. Therefore, all variables are considered normally distributed, indicating that the normality assumption has been met and the data can proceed to further statistical analysis using the selected regression model.

Multicollinearity Test

The multicollinearity test was conducted to determine whether excessively high correlations exist among the independent variables in the regression model, as such correlations can affect coefficient stability and complicate interpretation. The test used the Variance Inflation Factor (VIF), where lower values indicate a lower risk of multicollinearity. Generally, a VIF value below 10 indicates that the model does not suffer from serious multicollinearity.

The results of the multicollinearity test in this study are presented in Table 4. below.

Table 4. Multicollinearity Test

Independent Variables	VIF	Remarks
Human Resources (X_1)	1,080	Multicollinearity does not occur
Procedure (X_2)	1,290	Multicollinearity does not occur
Location (X_3)	1,295	Multicollinearity does not occur

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Based on Table 4.10, the VIF values are 1.080 for Human Resources (X_1), 1.290 for Procedures (X_2), and 1.295 for Location (X_3), all well below the threshold of 10. Therefore, there is no indication of serious multicollinearity among the independent variables, allowing all three variables to be included simultaneously in the regression model to analyze their effects on Community Satisfaction (Y).

Multiple Linear Regression Analysis

Multiple linear regression analysis produced the following equation: $\boldsymbol{Y = 0.350 + 0.368X_1 + 0.173X_2 + 0.369X_3}$. This equation indicates the direction of the relationship between each independent variable and Community Satisfaction while holding the other independent variables in the model constant.

Table 5. Multiple Linear Regression Analysis

Variable	B	Std. Error	T	Sig.	Verdict α=0,05
Constant	0.350	0.440	0.795	0.428	Insignificant
Human Resources	0.368	0.090	4.090	0.000	Significant
Procedure	0.173	0.084	2.053	0.043	Significant
Location	0.369	0.088	4.200	0.000	Significant

The constant of 0.350 represents the predicted Community Satisfaction score when all independent variables are zero. The Human Resources coefficient of 0.368 indicates that a one-unit increase in Human Resources is associated with a 0.368-unit increase in Community Satisfaction, holding Procedures and Location constant. This positive relationship is statistically significant at the 5% level, indicating that Human Resources has a positive and significant association with Community Satisfaction in the analyzed model.

The Procedures coefficient of 0.173 indicates that a one-unit increase in Procedures is associated with a 0.173-unit increase in Community Satisfaction, holding the other variables constant. This relationship is positive and statistically significant, with a p-value of 0.043, which is below 0.05. Similarly, the Location coefficient of 0.369 indicates that a one-unit increase in Location is associated with a 0.369-unit increase in Community Satisfaction, holding Human Resources and Procedures constant. This positive relationship is also statistically significant at the 5% level, suggesting that Location has a positive and significant association with Community Satisfaction.

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Simultaneous Test (F Test)

The simultaneous test (F-test) is used to determine whether Human Resources (X_1), Procedures (X_2), and Location (X_3) jointly have a statistically significant effect on Community Satisfaction (Y).

Table 6. Simultaneous Tests

Components	Value
F count	23,551
Significance	$1{,}65234 \times 10^{-11}$
Significance level	0,05

The simultaneous test results show an F-statistic of 23.551 with a significance value of 0.000000, which is below 0.05. Therefore, the null hypothesis stating that all independent-variable regression coefficients are jointly equal to zero is rejected based on the model and data analyzed.

Human Resources, Procedures, and Location jointly have a statistically significant effect on Community Satisfaction in the tested regression model. These findings indicate that the three independent variables collectively provide meaningful information for explaining variations in Community Satisfaction within the analyzed data. However, the F-test does not indicate the individual contribution of each variable or establish a definitive causal relationship.

Coefficient of Determination

The coefficient of determination (R^2) is used to determine how much of the variation in Community Satisfaction (Y) can be explained jointly by Human Resources (X_1), Procedures (X_2), and Location (X_3) in the regression model.

Table 7. Coefficient of Determination

Components	Value
R-squared (R^2)	0,424
Model explanation percentage	42,4%
Variations beyond the model description	57,6%

The coefficient of determination (R^2) of 0.424 indicates that approximately 42.4% of the variation in Community Satisfaction scores in the analyzed data can be explained jointly by Human Resources, Procedures, and Location in the regression model.

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Meanwhile, the remaining 57.6% of the variation is not explained by these three variables and may reflect other factors excluded from the model and random error. The R^2 value does not establish that these variables definitively cause 42.4% of community satisfaction; rather, it measures the model's ability to explain variation in the analyzed data.

DISCUSSION

The Influence of Human Resources on Community Satisfaction

Human resources are essential to public service delivery because staff interact directly with citizens, explain requirements, assist with administrative needs, and shape service experiences. In the context of PTSP at Pejuang Urban Village, human resource quality encompasses not only administrative competence but also communication, responsiveness, friendliness, and the ability to provide clear information. This perspective aligns with Pribadi and Kim (2022), who found a positive relationship between civil servants' cultural behavior and community satisfaction with local government licensing services in Indonesia. The preliminary findings of this study also show a positive regression coefficient of 0.368 for Human Resources (X_1), suggesting that improved staff quality is associated with higher community satisfaction. Similarly, Karlina et al. (2026) highlight the relevance of human resource competence and interpersonal communication to public service quality and community satisfaction.

However, the positive relationship between human resources and community satisfaction does not imply that staff competence alone can resolve all service-related challenges. Satisfaction is also influenced by procedural clarity, processing time, accessibility, facilities, and the extent to which service outcomes meet citizens' needs. Kim et al. (2024), through a systematic review of citizen satisfaction in public administration, emphasize the complexity of satisfaction as an indicator for monitoring and evaluating public service delivery. Therefore, improving human resource competence and interpersonal communication should be accompanied by improvements in service systems, procedures, and supporting facilities to ensure more effective and satisfactory PTSP services..

The Influence of Procedures on Community Satisfaction

Service procedures provide a framework for organizing service stages, requirements, processing times, and information that citizens need when accessing public services. In PTSP, clear and simple procedures can reduce confusion, uncertainty, and repeated inquiries. Puja et al. (2024) identified challenges in population administration services, including limited resources, insufficient public understanding,

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and service delays, highlighting the importance of aligning procedural design, staff capacity, and citizens' ability to understand service processes.

The preliminary analysis shows that Procedures (X_2) has a positive regression coefficient of 0.173 and a reported significance value of 0.043. If verified against the actual research data, this indicates a positive and statistically significant relationship with Community Satisfaction at the 5% level. Improvements in service clarity, simplicity, timeliness, and information availability may therefore enhance citizens' service experiences. Nabawi et al. (2026) also found that administrative reforms that inadequately address user difficulties can increase administrative burdens and reduce satisfaction, particularly regarding procedures and processing time. Although their study focused on ISBN services rather than PTSP, it highlights the need for transparent, accessible, consistent, and understandable procedures that accommodate citizens with diverse educational backgrounds and service experiences.

The Influence of Location on Community Satisfaction

Service location influences citizens' physical access to public services and their overall experience at the service site. Accessibility, strategic positioning, a comfortable environment, adequate waiting areas, and supporting facilities can improve the quality of service, particularly for citizens with diverse needs and mobility levels. The preliminary analysis shows that Location (X_3) has a positive regression coefficient of 0.369, suggesting that perceptions of accessibility, comfort, and supporting facilities are associated with Community Satisfaction. Ardiyansah and Guangmei (2026) similarly found that although overall satisfaction with government services may be high, processing time and facilities or infrastructure can remain areas requiring improvement.

However, location should not be considered independently of other service factors. Easy access alone may not ensure satisfaction if procedures are complicated, information is unclear, or waiting times are long. Conversely, competent staff and clear procedures may help reduce difficulties when facilities are not yet optimal. Therefore, service location should be understood as part of an integrated service environment encompassing physical accessibility, spatial arrangement, facilities, information, and staff interactions.

Community Satisfaction with PTSP Services

Community Satisfaction reflects citizens' evaluations of public services by comparing their experiences with their expectations and needs. In this study, it encompasses satisfaction with service processes, processing time, staff attitudes, service outcomes, and facilities. Kim et al. (2024) explain that citizen satisfaction research has become an important instrument for monitoring and evaluating public service

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performance, particularly at the local level. The preliminary descriptive analysis shows a mean Community Satisfaction (Y) score of 3.961 on a 1–5 scale, indicating generally positive respondent perceptions. However, this result should be interpreted cautiously, as an average score may not capture all citizens' experiences, and the actual service conditions require verification. Ardiyansah and Guangmei (2026) similarly found that overall satisfaction may be high while specific aspects, such as processing time and facilities or infrastructure, still require improvement.

In the context of PTSP at Pejuang Urban Village, community satisfaction should be regarded as a central objective of service delivery rather than merely a statistical outcome. Citizens expect services to be accessible, easy to understand, timely, and delivered with respect for their needs. Therefore, satisfaction measurements can help identify both service strengths and gaps between established standards and citizens' actual experiences. This approach aligns with Ardiyansah and Guangmei (2026), who emphasize the value of satisfaction surveys as governance tools for translating user experiences into more targeted public service improvements.

The Simultaneous Influence of Human Resources, Procedures, and Locations on Community Satisfaction

Public service delivery is an integrated system involving human resources, procedures, facilities, and the service environment. Human resources implement and explain services, procedures establish service stages and requirements, and location provides the space and facilities needed for service delivery. Therefore, Community Satisfaction cannot be attributed to a single factor but is more likely shaped by the interaction of these elements, which collectively influence accessibility, certainty, comfort, and public trust (Kim et al., 2024; Puja et al., 2024).

The preliminary analysis shows an R^2 value of 0.424 and an F-statistic of 23.551, indicating that the regression model explains part of the variation in Community Satisfaction. If verified against the actual research data, Human Resources, Procedures, and Location jointly explain approximately 42.4% of the variation, while the remaining 57.6% relates to factors outside the model. These may include public expectations, cost transparency, service outcomes, complaint handling, institutional trust, and previous experiences, although their effects require further testing. The findings suggest that improving PTSP services requires an integrated approach combining staff development, procedural simplification and transparency, accessible facilities, clear information, and effective time management. Nabawi et al. (2026) similarly highlight that administrative reforms can increase users' burdens when service-related difficulties are not adequately addressed. Therefore, service improvement should balance administrative compliance and effective control with a convenient and user-centered public service experience.

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Implications of Research Results on PTSP Service Management

Improving PTSP services at Pejuang Urban Village requires a comprehensive approach focused on the overall community experience. For Human Resources, staff training should address technical competence, clear communication, responsiveness, service ethics, and the ability to meet diverse public needs. Karlina et al. (2026) emphasize the relationship between staff competence and interpersonal communication, service quality, and community satisfaction, highlighting the importance of developing both technical and interpersonal skills.

Regarding Procedures, service requirements, stages, estimated processing times, and completion mechanisms should be clearly communicated and easily accessible. Nabawi et al. (2026) demonstrate that procedural changes can increase administrative burdens and negatively affect user experiences when adequate information, assistance, and transition management are lacking. For Location, improvements should focus on accessibility, ease of finding the office, waiting-area comfort, supporting facilities, and on-site information. Ardiyansah and Guangmei (2026) similarly highlight the need to improve processing times and facilities even when overall satisfaction is high, underscoring the importance of using survey results to identify specific areas for service improvement.

CONCLUSION

The descriptive analysis shows that Human Resources (X_1) received a mean score of 4.051, indicating positive perceptions of staff competence, communication skills, and attitudes. Procedures (X_2) obtained a mean score of 3.990, reflecting favorable assessments of service stages, procedural simplicity, timeliness, and information clarity. Location (X_3) achieved a mean score of 3.870, indicating generally positive perceptions of accessibility, strategic positioning, comfort, and supporting facilities. Community Satisfaction (Y) recorded a mean score of 3.961, suggesting favorable assessments of service processes, processing time, staff attitudes, service outcomes, and facilities.

Multiple linear regression produced the equation $Y = 0.350 + 0.368X_1 + 0.173X_2 + 0.369X_3$, indicating positive relationships between all three independent variables and Community Satisfaction. The partial t-tests confirmed that Human Resources ($t = 4.090$; $p = 0.000$), Procedures ($t = 2.053$; $p = 0.043$), and Location ($t = 4.200$; $p = 0.000$) were statistically significant at the 5% level. Thus, each variable demonstrated a significant positive relationship with Community Satisfaction in the analyzed model.

The simultaneous F-test yielded an F-statistic of 23.551 with a significance value of 1.652×10^{-11}, indicating that Human Resources, Procedures, and Location were jointly and significantly associated with Community Satisfaction. The coefficient of determination (R^2) was 0.424, meaning that the three variables collectively explained

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42.4% of the variation in Community Satisfaction, while the remaining 57.6% was associated with factors outside the model.

The Shapiro–Wilk normality test showed significance values above 0.05 for Human Resources, Procedures, and Location, indicating that the normality criterion was met for the variables tested. Overall, the findings suggest that Human Resources, Procedures, and Location are significant factors associated with Community Satisfaction in PTSP services at Pejuang Urban Village, while other factors beyond the scope of this study may also contribute to public perceptions of service quality.

RECOMMENDATION

Pejuang Urban Village/PTSP is advised to continuously improve human resource quality by strengthening staff competence in service procedures, clear communication, and responsiveness to community needs. Service facilities should also be maintained and improved, particularly waiting-area comfort, accessibility, and information availability. Although procedures received a relatively positive descriptive assessment, they should be reviewed regularly to improve clarity, simplicity, and certainty of processing times. Periodic satisfaction surveys and feedback mechanisms can help identify changing public needs and guide service improvements.

Service staff should maintain a friendly, polite, responsive, and professional attitude when assisting the public. They should also ensure that information about requirements, service stages, processing times, and completion procedures is consistent, clear, and easy to understand. These practices can help minimize misunderstandings, errors, and repeated steps during the service process.

Future researchers are encouraged to examine additional factors that may influence Community Satisfaction, as the current model explains 42.4% of its variation. Potential variables include information quality, facilities and infrastructure, service certainty, transparency, responsiveness, and overall service quality. Further studies could also involve larger samples and broader geographical coverage to enable comparisons across different regions or service units.

Further research could deepen the analysis by comparing Community Satisfaction across service types, frequency of service use, and respondent characteristics. Such comparisons may provide a more detailed understanding of differences in public service experiences and help identify specific aspects requiring improvement.

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