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The Effect of Employee Competencies and Work Facilities on Community Satisfaction with Service Quality as an Intervening Variable in East Muara Sabak District, East Tanjung Jabung Regency

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Abstract: This study aims to analyze the influence of employee competence and work facilities on public satisfaction, with service quality as an intervening variable in Muara Sabak Timur District, Tanjung Jabung Timur Regency. The study used a quantitative approach with a survey method. The study population was 33,200 residents receiving services in Muara Sabak Timur District, Tanjung Jabung Timur Regency. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in a sample of 100 respondents selected using probability sampling techniques. Data were collected through a Likert-scale questionnaire and analyzed using Path Analysis with IBM SPSS to test the direct and indirect effects between variables. The results showed that employee competence and work facilities had a positive and significant effect on service quality. Employee competence, work facilities, and service quality also had a positive and significant effect on public satisfaction. Furthermore, service quality was shown to mediate the influence of employee competence and work facilities on public satisfaction. Research findings indicate that improving employee competency, supported by adequate work facilities, can improve service quality, thereby increasing public satisfaction with public services in Muara Sabak Timur District, Tanjung Jabung Timur Regency.

Keyword: Employee Competency, Work Facilities, Service Quality, Public Satisfaction, Path Analysis.

INTRODUCTION

Public service is one of the primary functions of government in realizing good governance. The success of public service delivery is measured not only by the fulfillment of administrative procedures, but also by the ability of government agencies to provide quality services that meet public expectations. Law Number 25 of 2009 concerning Public Services emphasizes that every citizen has the right to receive quality, fast, easy, affordable, and measurable services. Therefore, public satisfaction is an important indicator in assessing the performance of public sector organizations.

According to Oliver (1997), satisfaction is the response that arises after someone compares their expectations with the performance they receive. This concept is reinforced by Kotler and Keller (2016), who explain that satisfaction is a feeling of pleasure or disappointment that arises after comparing their perceptions of a service's performance with the expectations of service users. Thus, the better the quality of service provided by a public organization, the higher the level of public satisfaction.

One factor that plays a crucial role in increasing public satisfaction is employee competence. Spencer and Spencer (1993) explain that competence is a basic individual characteristic consisting of knowledge, skills, attitudes, values, and motives that influence a person's success in carrying out their work. In the context of public services, employees with high competence are better able to understand public needs, provide accurate information, resolve problems quickly, and provide professional service. In line with this opinion, Wibowo (2022) states that competence is a work ability based on knowledge, skills, and attitudes, resulting in optimal performance.

In addition to competence, the success of public services is also influenced by work facilities. According to Sedarmayanti (2018), work facilities are all the facilities and infrastructure provided by an organization to support work implementation, thereby increasing work effectiveness and efficiency. The availability of comfortable service spaces, computer equipment, internet connections, electronic queuing systems, and other supporting facilities enable employees to provide faster, more accurate, and more convenient services to the public. Moenir (2016) added that completeness of service facilities is an important element in improving the quality of public services.

The relationship between employee competence and work facilities and public satisfaction is not always direct. Parasuraman, Zeithaml, and Berry (1988) explain that service quality is shaped by five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. If an organization is able to meet these five dimensions, public perception of the service will improve, resulting in increased public satisfaction. Therefore, service quality is seen as a variable capable of bridging the relationship between employee competence, work facilities, and public satisfaction.

Empirical findings also indicate a strong relationship between these variables. Hendriyaldi and Musnaini (2021) found that public service quality has a positive and significant effect on public satisfaction in local government agencies. Furthermore, Santoso and Martini (2026) demonstrated that employee competence and service infrastructure positively influence public satisfaction through service quality as a mediating variable. Research by Ningsih, Zahari, and Mufidah (2026) also showed that work facilities improve service quality, which in turn increases public satisfaction. The results of research by Sutarjo et al. (2026) strengthened these findings by proving that employee competence improves service quality and public satisfaction, while service quality acts as a mediator. Furthermore, Hidayat, Zahari, and Hapsara (2026) demonstrated that employee competence positively influences service quality and public satisfaction through the mediation mechanism of service quality.

Although various studies have demonstrated the importance of employee competence, work facilities, and service quality in increasing public satisfaction, most research has been conducted in regional government organizations, hospitals, public service malls, and technical offices. Research specifically examining the role of service quality as an intervening variable at sub-district offices, particularly in Muara Sabak Timur Sub-district, Tanjung Jabung Timur Regency, is relatively limited. Furthermore, the characteristics of services at the sub-district level differ from those at other agencies because sub-districts are service units that interact directly with the public in various administrative services.

Based on the description, the purpose of this study is to analyze the influence of employee competence and work facilities on service quality, analyze the influence of employee competence, work facilities, and service quality on public satisfaction, and analyze the role of

service quality as an intervening variable in Muara Sabak Timur District, Tanjung Jabung Timur Regency.

METHOD

This research was carried out in East Muara Sabak District, East Tanjung Jabung Regency. The type of data used consists of primary data and secondary data. According to Sudirman et al. (2020), primary data is data obtained directly by researchers from the first source through the distribution of questionnaires to respondents, while secondary data is data obtained from documents, reports, and publications related to the research object. The variables used in this study include Employee Competence (X_1) and Work Facilities (X_2) as independent variables (exogenous), Service Quality (Y) as intervening variables, and Community Satisfaction (Z) as dependent variables (endogenous). Other variables that were not studied but were suspected to affect the quality of public services and community satisfaction were declared as epsilon variables (ϵ).

The research population is the community that receives services in the East Muara Sabak District. The research sample amounted to 100 respondents which were determined using random sampling techniques. Data analysis was carried out using descriptive and verifiable analysis through path analysis, while hypothesis testing was carried out using F test (simultaneous) and t test (partial). The entire data processing process is carried out with the help of SPSS software.

RESULTS AND DISCUSSION

Results of Description of Respondents' Answers to Research Variables

After all the data from the respondents is collected, the next stage is to analyze the data. Data analysis is carried out through the process of grouping, tabulating, and presenting data based on each research variable. Furthermore, statistical testing is carried out to answer the formulation of the problem and test the hypothesis that has been set.

Before testing the hypothesis, a descriptive analysis of each research variable was first carried out. The descriptive analysis aims to provide an overview of the condition of Employee Competence, Work Facilities, Service Quality, and Community Satisfaction based on respondents' answers using the Likert scale. The results of the descriptive analysis of the research variables are presented in Table 1.

Table 1. Description of Research Variables

No.	Variabel	Score	Scale Range	Remarks
1	Employee Competencies (X_1)	3.960	3400-4200	Good
2	Work Facilities (X_2)	2.094	2040-2520	Good
3	Quality of Service (Y)	3.798	3400-4200	Good
4	Community Satisfaction (Z)	3.022	2720-3360	Puas

Source: Primary data, processed (2026)

Based on Table 1, the results of the descriptive analysis show that the variables of Employee Competence, Work Facilities, and Service Quality are in the good category, while the Community Satisfaction variable is in the satisfied category. These results show that the community gives a positive assessment of the ability and professionalism of employees, the availability of work facilities, and the quality of services provided by East Muara Sabak District.

Good employee competence shows that employees have knowledge, skills, discipline, responsibility, and ability to carry out service duties. In addition, adequate work facilities are able to support the smooth running of employee activities and the service process to the community. These conditions contribute to the creation of good service quality, which ultimately encourages the achievement of community satisfaction. Thus, employee competence

and work facilities are important factors in supporting the improvement of service quality and community satisfaction in East Muara Sabak District.

Path Analysis Results

Path analysis is used to determine the direct and indirect influence of Employee Competencies (X1) and Work Facilities (X2) on Service Quality (Y) and Community Satisfaction (Z). In this study, Service Quality plays a role as an intervening variable that bridges the influence of Employee Competence and Work Facilities on Community Satisfaction. Data processing is carried out using the IBM SPSS Statistics program. The results of the path coefficient test are summarized in Table 2.

Table 2. Output Path Coefficient (Beta)

Model	Unstandardized Coefficients		Beta
	B	Std. Error	
X1 → Y	0,551	0,067	0,590
X2 → Y	0,579	0,095	0,433
X1 → Z	0,466	0,050	0,629
X2 → Z	0,465	0,072	0,439
And → Z	0,614	0,051	0,774
Correlation X1 and X2			-0,058

Source: Data processed from SPSS output)2026).

Based on table 2, a scheme can be made for the analysis of the influence of employee competencies, work facilities on community satisfaction with service quality as an intervening variable, as shown in figure 2, as follows:

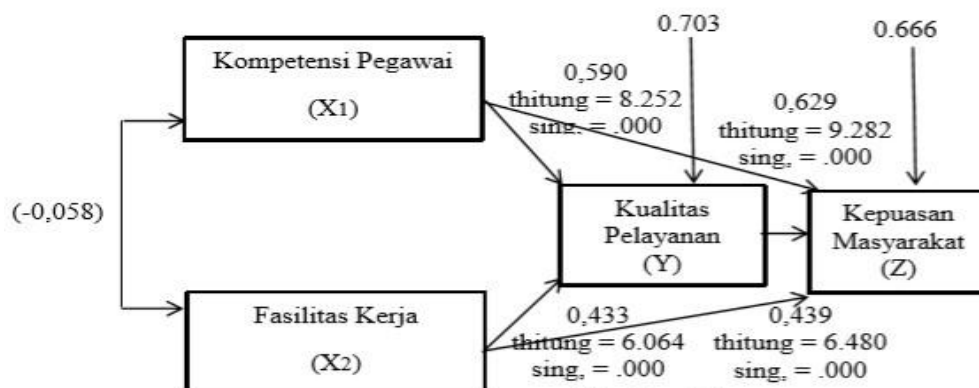


Figure 2. Path Analysis Results

Based on figure 2, direct and indirect influences can be known, as follows:

The Influence of Employee Competencies and Work Facilities on Service Quality

To be able to explain the Direct and Indirect Influence of Employee Competencies and Work Facilities on Service Quality, as shown in the following table:

Table 3. Recapitulation of the Influence of X1 and X2 on Y

Variable	Direct Influence	Indirect Influence	Total Impact
Employee Competencies (X1)	34,81%	-1,48%	33,33%
Work Facilities (X2)	18,75%	-1,48%	17,27%
Total Influence of X1 and X2 on Y	53,56%	-2,96%	50,60%
Other factors			49,40%

Source: Data processed (2026).

The results of the analysis showed that Employee Competence had a direct influence of 34.81% on Service Quality, while the indirect influence through Work Facilities was -1.48%. Thus, the total influence of Employee Competence on Service Quality is 33.33%. Work Facilities provide a direct influence of 18.75%, with an indirect influence of -1.48%, so that the total influence on Service Quality is 17.27%.

Simultaneously, Employee Competence and Work Facilities had an influence of 50.60% on Service Quality, while 49.40% was influenced by other factors outside the research model. Employee Competence has a greater influence than Work Facilities. These results show that increasing employee knowledge, skills, discipline, and responsibility are important factors in improving service quality. as shown in the following table.

Table 4. Coefficient of Determination of Variables X1 and X2 Against Y Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711a	.506	.496	4.44007

a. Predictors: (Constant), Work Facilities, Employee Competencies

Source: SPSS processed data (2026)

The value of the determination coefficient (*R Square*) of 0.506 shows that Employee Competence and Work Facilities are able to explain the variation in Service Quality by 50.6%, while the remaining 49.4% is explained by other factors outside the study.

The Influence of Employee Competencies and Work Facilities on Community Satisfaction

To be able to explain the Direct and Indirect Influence of Employee Competencies and Work Facilities on Community Satisfaction, as shown in the following table:

Table 5. Recapitulation of the Influence of X1 and X2 on Z

Variable	Direct Influence	Indirect Influence	Total Impact
Employee Competencies (X1)	39,56%	-1,60%	37,96%
Work Facilities (X2)	19,27%	-1,60%	17,67%
Total Influence of X1 and X2 on Y	58,83%	-3,20%	55,63%
Other factors			44,37%

Source: Data processed (2026).

The results of the analysis showed that Employee Competence had a direct influence of 39.56% on Community Satisfaction, while the indirect influence through Work Facilities was -1.60%. Thus, the total influence of Employee Competence on Community Satisfaction is 37.96%. Work Facilities provide a direct influence of 19.27%, with an indirect influence of -1.60%, so that the total influence is 17.67%.

Simultaneously, Employee Competence and Work Facilities had an influence of 55.63% on Community Satisfaction, while 44.37% was influenced by other factors outside the research model. Employee Competence has a greater influence than Work Facilities. This shows that employees' abilities, skills, attitudes, and responsibilities are important factors in increasing public satisfaction. as shown in the following table.

Table 6. Coefficient of Determination of Variables X1 and X2 On Community Satisfaction Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746a	.556	.547	3.33793

a. Predictors: (Constant), Work Facilities, Employee Competencies

Source: SPSS processed data (2026)

The *R Square* value of 0.556 shows that Employee Competence and Work Facilities are able to explain Community Satisfaction by 55.6%, while 44.4% is influenced by other factors outside the research model.

The Influence of Service Quality on Community Satisfaction

The results of the analysis showed that Service Quality had a direct influence of 59.90% on Community Satisfaction, with a path coefficient value of 0.774. These results show that Service Quality has a positive and strong influence on Community Satisfaction. Thus, the better the quality of services provided, the higher the level of community satisfaction.

Table 7. Coefficient of determining service quality Towards community satisfaction
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.774a	.599	.595	3.15661

a. Predictors: (Constant), Quality of Service

Source: SPSS processed data (2026)

The *R Square* value of 0.599 shows that the Quality of Service is able to explain Community Satisfaction by 59.9%, while 40.1% is influenced by other factors outside the research model. These results confirm that improving service quality needs to be the main concern in an effort to increase public satisfaction.

The Influence of Employee Competencies and Work Facilities through Service Quality on Community Satisfaction

The results of the analysis show that Employee Competence has an influence on Community Satisfaction through Service Quality by 29.38%. Meanwhile, Work Facilities have an influence on Community Satisfaction through Service Quality by 13.67%.

Table 8. Recapitulation of the Influence of X1 and X2 through Y on Z

Variable	Influence through Service Quality	Indirect Influence	Total Impact
Employee Competencies (X1)	30,62%	-1,24%	29,38%
Work Facilities (X2)	14,91%	-1,24%	13,67%
Total Influence of X1 and X2 through Y on Z	45,53%	-2,48%	43,05%

Source: SPSS processed data (2026)

Together, Employee Competence and Work Facilities through Service Quality have an influence of 43.05% on Community Satisfaction. These results show that Service Quality plays a role as an intervening variable in the relationship between Employee Competence, Work Facilities, and Community Satisfaction. Thus, improving employee competencies and providing adequate work facilities will be more effective in increasing public satisfaction if followed by improving the quality of public services.

Overall, Employee Competency is a variable that has a greater influence than Work Facilities, both on Service Quality and Community Satisfaction. In addition, Service Quality has a strong influence on Community Satisfaction. Therefore, improving employee competence, providing adequate work facilities, and strengthening service quality needs to be carried out in an integrated manner to increase community satisfaction in East Muara Sabak District.

Hypothesis Testing

Hypothesis testing was carried out to determine the influence of independent variables on dependent variables, either partially through the t-test or simultaneously through the F α -test. Partially, the hypothesis is accepted if the significance value is < 0.05 . Meanwhile, simultaneously, the hypothesis is accepted if the significance value is < 0.05 . The results of hypothesis testing in this study are summarized in Table 9.

Table 9. Recapitulation of Hypothesis Testing Results

Model	F-count	t-count	Say.	Remarks
X1 $\rightarrow$ Y	–	8,252	0,000	Accepted Hypothesis
X2 $\rightarrow$ Y	–	6,064	0,000	Accepted Hypothesis
X1 and X2 $\rightarrow$ Y	49,715	–	0,000	Accepted Hypothesis
X1 $\rightarrow$ Z	–	9,282	0,000	Accepted Hypothesis
X2 $\rightarrow$ Z	–	6,480	0,001	Accepted Hypothesis
X1 and X2 $\rightarrow$ Z	60,812	–	0,000	Accepted Hypothesis
Y $\rightarrow$ Z	–	12,102	0,000	Accepted Hypothesis

Description: X1 = Employee Competence; X2 = Work Facility; Y = Quality of Service;
Z = Community Satisfaction.

Source: Data processed from SPSS output (2026).

Based on Table 9, it can be seen that all hypotheses proposed in this study are accepted, either partially or simultaneously. The test results showed that Employee Competence and Work Facilities had a positive and significant effect on Service Quality, which was shown by the t-calculated values of 8.252 and 6.064 with a significance value of 0.000, respectively. Simultaneously, Employee Competence and Work Facilities also had a significant effect on Service Quality with an F-count value of 49.715 and a significance value of 0.000.

Furthermore, Employee Competencies and Work Facilities have been proven to have a positive and significant effect on Community Satisfaction. This is shown by the t-calculated value of Employee Competency of 9.282 with a significance value of 0.000 and the t-calculation value of Work Facilities of 6.480 with a significance value of 0.001. Simultaneously, these two variables also had a significant effect on Community Satisfaction with an F-count value of 60.812 and a significance value of 0.000.

In addition, Service Quality has a positive and significant effect on Community Satisfaction with a t-count value of 12.102 and a significance value of 0.000. Thus, Employee Competencies and Work Facilities have an important role in improving Service Quality and Community Satisfaction. Service quality has also been proven to be a factor that supports increasing Community Satisfaction. Therefore, the research model built is able to explain the relationship between variables studied in East Muara Sabak District, East Tanjung Jabung Regency.

Discussion

The Influence of Employee Competence on Service Quality

The results of this study indicate that employee competence has a positive and significant impact on service quality in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. This finding indicates that the higher the knowledge, skills, abilities, and professional attitudes of employees, the better the quality of service received by the public. Competent employees are able to understand service procedures, provide clear information, complete administrative tasks promptly, and provide appropriate solutions to public problems. This condition results in increased dimensions of reliability, responsiveness, assurance, empathy, and tangibles in service.

The results of this study align with the competency theory proposed by Spencer and Spencer (1993), which states that competence is a basic individual characteristic related to superior performance. In public services, employee competence is a key asset in producing

professional and quality services. This finding is also supported by research by Hidayat, Zahari, and Hapsara (2026), which demonstrated that employee competence has a positive and significant impact on public service quality. Furthermore, research by Sutarjo et al. (2026) also concluded that improving employee competency can improve service quality in the licensing services sector.

The Influence of Work Facilities on Service Quality

The results of the study showed that work facilities have a positive and significant impact on service quality. This indicates that the availability of adequate facilities and infrastructure, such as comfortable service rooms, computers, internet connections, queuing systems, and complete administrative equipment, can support the smooth running of public service processes. Good work facilities help employees complete their work more effectively and efficiently, thereby shortening service times and minimizing administrative errors.

This finding aligns with Sedarmayanti's (2018) opinion, which states that work facilities are a factor supporting employee productivity. Research by Novalynda, Zahari, and Hapsara (2025) also shows that work facilities have a positive impact on service quality in government agencies. Therefore, improving service facilities is one strategy that the Muara Sabak Timur District can implement to improve the quality of public services.

The Influence of Employee Competence on Public Satisfaction

The results of this study indicate that employee competence has a positive and significant impact on public satisfaction. Highly competent employees are able to provide prompt, accurate, and courteous service, and are able to address public needs according to established procedures. This situation increases public trust in government officials and ultimately increases public satisfaction.

This finding supports Oliver's (1997) theory, which explains that satisfaction arises when service performance meets or exceeds public expectations. This study also aligns with research by Parsinovandi et al. (2024), which found that officer competence positively influences public satisfaction with driver's license (SIM) issuance services.

The Effect of Work Facilities on Public Satisfaction

This study demonstrates that work facilities have a positive and significant impact on public satisfaction. The better the facilities provided by an agency, the more comfortable the public feels in receiving services. Adequate waiting rooms, technology-based service systems, the availability of information, and other supporting facilities provide a better service experience, thereby increasing public satisfaction.

The results of this study are consistent with research by Santoso and Martini (2026), which showed that the availability of service infrastructure significantly contributes to public satisfaction, both directly and through improved service quality.

The Effect of Service Quality on Public Satisfaction

The results indicate that service quality has a positive and significant impact on public satisfaction. This means that the better the quality of service provided by the Muara Sabak Timur District apparatus, the higher the level of public satisfaction. The public will be satisfied if services are provided quickly, accurately, transparently, friendly, and provide certainty of service completion.

These findings reinforce the SERVQUAL model by Parasuraman, Zeithaml, and Berry (1988), which states that service quality is a primary determinant of service user satisfaction. These results are also consistent with various studies showing that service quality is a dominant factor in increasing public satisfaction in the public sector.

The Role of Service Quality as an Intervening Variable

The path analysis results indicate that service quality mediates the influence of employee competence and work facilities on public satisfaction. This finding indicates that employee competence and work facilities not only have a direct influence on public satisfaction but also enhance satisfaction through improved service quality.

Empirically, these results support the research of Santoso and Martini (2026), who found that service quality is the primary mediator between employee competence, service infrastructure, and public satisfaction. Similar findings were also reported by Hidayat, Zahari, and Hapsara (2026), who stated that service quality mediates the relationship between employee competence and public satisfaction in public sector organizations. Furthermore, Sutarjo et al. (2026) demonstrated that service quality is an important mechanism explaining how employee competence translates into increased public satisfaction.

Thus, efforts to improve public satisfaction in the East Muara Sabak District are not sufficient simply through improving employee competence or providing work facilities separately. These two aspects must be integrated with improving the quality of service through simplifying procedures, increasing the speed of service, strengthening the capabilities of the apparatus, utilizing information technology, and providing more adequate service facilities so that public services become more effective, efficient, and oriented towards the needs of the community.

CONCLUSION

Employee Competence, Work Facilities, and Service Quality in East Muara Sabak District are in the good category, while Community Satisfaction is in the satisfied category. These results show that the community gives a positive assessment of the ability of employees, the availability of facilities, and the services provided by the sub-district.

Employee Competencies and Work Facilities have a positive and significant effect on Service Quality, both partially and simultaneously. Employee competence has a more dominant influence than Work Facilities. Together, the two variables were able to explain the Quality of Service by 50.6%.

Employee Competencies and Work Facilities have a positive and significant effect on Community Satisfaction, both partially and simultaneously. Employee competence has a more dominant influence than Work Facilities. Together, the two variables were able to explain Community Satisfaction of 55.6%.

Service Quality has a positive and significant effect on Community Satisfaction with an influence contribution of 59.90%. This shows that improving the quality of services can increase public satisfaction with the services provided.

Service quality is able to play an intervening variable in the relationship between Employee Competence and Work Facilities to Community Satisfaction. Therefore, increasing Community Satisfaction needs to be done through the development of Employee Competencies, improving and optimizing Work Facilities, and improving Service Quality on a sustainable basis.

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