DOI: https://doi.org/10.38035/dijms.v7i3.6246

The Effect of Communication and Work Facilities Through Public Service Quality on Public Satisfaction at The Regional Revenue Agency of West Tanjung Jabung District

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Abstract: This study aims to analyze the influence of communication and work facilities on public satisfaction through the quality of public services at the Regional Revenue Agency of West Tanjung Jabung Regency. Public satisfaction is a crucial indicator in assessing the success of public service delivery, particularly in local government agencies that interact directly with the public. This study employed a quantitative approach with a survey method. The population comprised all 106,877 taxpayers registered with the Regional Revenue Agency of West Tanjung Jabung Regency. The sample size was determined using the Slovin formula with a 10% error tolerance, resulting in a sample size of 100 respondents. Data were collected through a questionnaire structured based on the variable indicators of communication, work facilities, public service quality, and public satisfaction. Data analysis was performed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The results showed that communication and work facilities had a positive and significant effect on public service quality. Furthermore, public service quality had a positive and significant effect on public satisfaction. The test results also demonstrated that public service quality mediated the influence of communication and work facilities on public satisfaction. These findings emphasize the importance of improving effective communication and providing adequate work facilities to enhance the quality of public services and public satisfaction.

Keyword: Communication, Work Facilities, Quality of Public Services, Public Satisfaction

INTRODUCTION

Public services are one of the government's primary obligations in fulfilling the basic rights of the public. The quality of public services provided by government agencies serves as a benchmark for the success of good governance. Quality public services not only impact the achievement of organizational goals but also directly influence the level of public satisfaction as service users. Public satisfaction is an important indicator because it reflects public perceptions and assessments of the performance of government officials. In this context, government agencies are required to provide services that are effective, efficient, transparent,

and oriented toward public satisfaction. Furthermore, according to Zahari et al. (2025), public service management plays a strategic role in building public trust in the government. When service management is implemented well, the public will experience tangible benefits in the form of convenience, speed, and certainty of service. Conversely, if service management is poor, it often becomes complicated and non-transparent, ultimately eroding the government's legitimacy in the eyes of the public.

The Regional Revenue Agency (Bapenda) plays a strategic role because it directly interacts with the public, particularly local taxpayers. Bapenda is not only tasked with managing regional revenues but also providing tax administration services that require speed, accuracy, transparency, and clarity of information. Therefore, the quality of public services at Bapenda is a crucial factor in creating public satisfaction and increasing taxpayer compliance.

One factor influencing the quality of public services is communication. Effective communication between officials and the public helps convey information clearly, reduces misunderstandings, and increases public trust. According to Effendy, communication is the process of conveying messages from the communicator to the recipient with the goal of achieving a shared understanding. In public services, good communication is characterized by the ability of officials to explain procedures and requirements, and to respond quickly and politely to public questions and complaints. Research conducted by Putri and Nugroho (2020) shows that communication between officials has a positive and significant impact on the quality of public services and public satisfaction.

In addition to communication, work facilities are also a crucial factor in determining the quality of public services. Work facilities include both physical and non-physical infrastructure used by officials in carrying out service duties. According to Sedarmayanti (2017), adequate work facilities can support smooth work processes, increase productivity, and improve service quality. Facilities such as comfortable service spaces, organized queuing systems, information technology equipment, and the availability of clear service information will influence public perceptions of the services they receive. Research by Hidayat (2022) found that work facilities significantly influence the quality of public services in local government agencies.

Public service quality itself is a concept that describes the degree of conformity between the services received by the public and their expectations. Parasuraman, in Zahari et al. (2025), suggests that service quality can be measured through five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. If the service provided meets or exceeds public expectations, it will create public satisfaction. Conversely, poor service will lead to dissatisfaction and erode public trust. Public satisfaction is an emotional response that arises after comparing expectations with the performance of the service received. Kotler states that customer satisfaction is the level of feeling a person feels after comparing perceived performance with expectations. In the context of public services, public satisfaction is a primary goal because it has implications for improving the institution's image, public trust, and public participation. Previous research by Sari and Nugroho (2019) demonstrated that public service quality has a positive and significant effect on public satisfaction.

Several previous studies also demonstrated an indirect relationship between internal organizational factors and public satisfaction through public service quality. Research by Rahmawati et al. (2021) found that public service quality mediated the effect of communication on public satisfaction. Meanwhile, research by Yuliana and Prasetyo (2020) stated that work facilities influence public satisfaction through improving the quality of public services. These results demonstrate that public service quality plays a strategic role as an intervening variable.

Based on the theoretical description and previous research findings, it can be concluded that communication and work facilities are important factors influencing the quality of public services, which ultimately impacts public satisfaction. However, there are still differences in the context and characteristics of each local government agency. Therefore, this research is important to empirically examine the influence of communication and work facilities on public

satisfaction through the quality of public services at the Regional Revenue Agency of West Tanjung Jabung Regency.

METHOD

This research was conducted at the Regional Revenue Agency of West Tanjung Jabung Regency, Jambi Province, with the research subjects being registered taxpayers who received public services from the agency. The data used in this study were secondary and primary data. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The variables used in this study were communication (X1) and work facilities (X2) as independent (exogenous) variables, public service quality (Y) as a mediating variable, and public satisfaction (Z) as a dependent (endogenous) variable.

The population in this study was all taxpayers registered with the Regional Revenue Agency of West Tanjung Jabung Regency, a total of 106,877 taxpayers. Due to the relatively large population, the sample size in this study used the Slovin formula with a 10% error tolerance. Based on this calculation, the sample size was set at 100 taxpayers.

The sampling technique used was accidental sampling. According to Sugiyono (2019), accidental sampling is a non-probability sampling technique used when researchers select respondents who are easily accessible and meet the research criteria. The data analysis method used was structural path analysis using the Structural Equation Modeling-Based Partial Least Squares (SEM-PLS) approach. SEM-PLS was chosen because it is capable of testing complex models, explaining relationships between latent variables, and remains effective in relatively small samples (Hair et al., 2019).

RESULTS AND DISCUSSION

Descriptive Research Variables

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

Table 1. Results of Descriptive Analysis Per Variable

No	Constructs	Item	Total Score	Range Scale	Category
1	Communication (X1)	14	5985	5880 – 7000	Excellent
2	Work facilities (X2)	12	5200	5880 – 7000	Very Good
3	Quality of public services (Y)	12	5182	5880 – 7000	Very Good
4	Public satisfaction (Z)	12	5160	5880 – 7000	Very Satisfied

Source: Primary data, processed, 2025

The results of this study indicate that each member of the public has a positive perception of the variables of digitalization, professionalism, public service quality, and public satisfaction. The total score for each variable is 5985, categorized as good, 5200 for work facilities (X2), and 5182 for public service quality (Y). The public satisfaction variable (Z) is 5160, categorized as satisfactory.

Measurement Model Analysis (Outer Model)

There are three criteria for assessing the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity of the measurement model with reflective indicators is assessed based on the correlation between the estimated item scores/component scores. An individual's reflective measure is considered high if it correlates

more than 0.70 with the construct being measured. In this study, a loading factor limit of 0.70 will be used. Based on the estimation results using SmartPLS 3.0 software, the following results were obtained:

Convergent Validity Test

1) Loading Factor

The results of the initial research model calculations using SmartPLS 3.0 software are shown in the following figure:

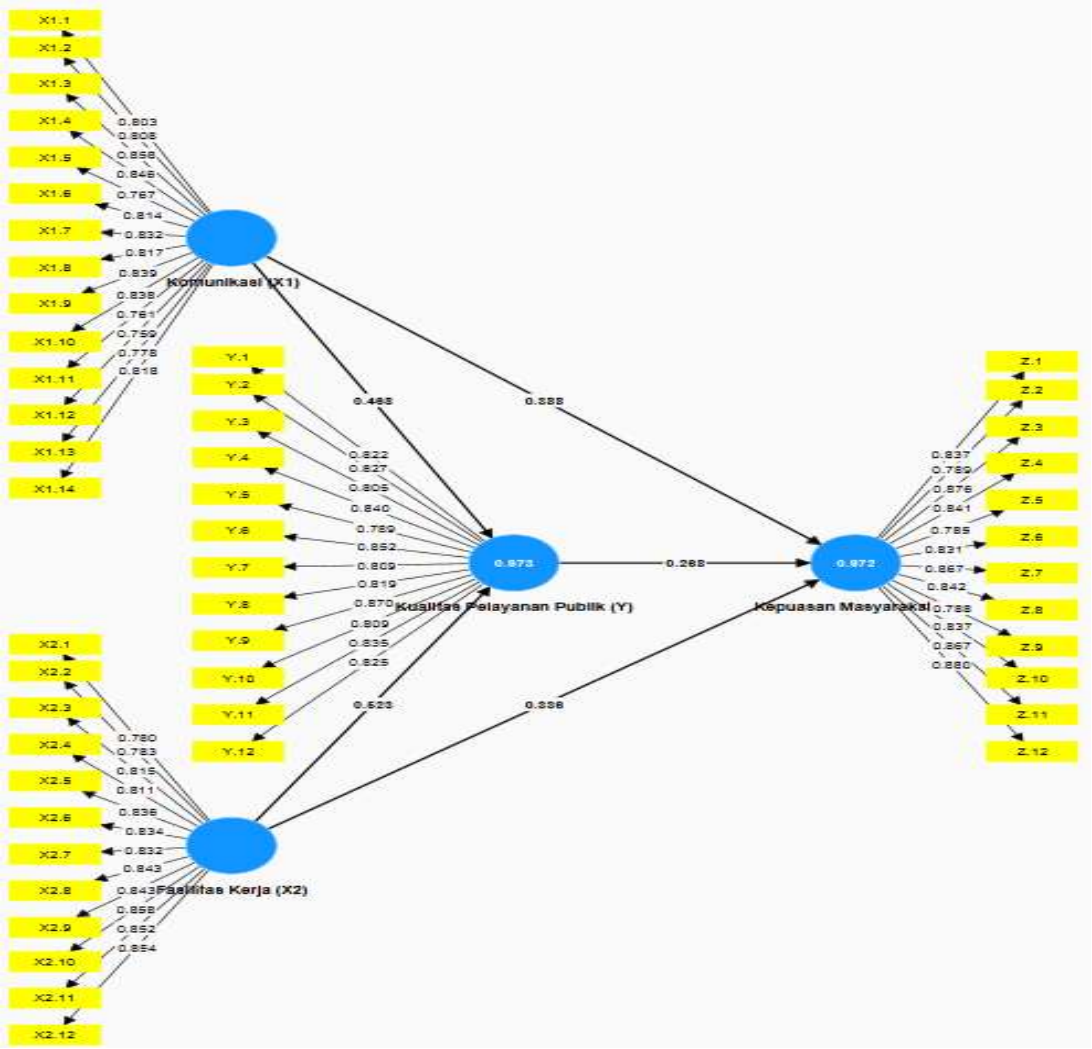

Figure 1. Outer Model

Based on the outer loading results displayed in Figure 1, it can be seen that all indicators for each research variable—competence, infrastructure, public service quality, and public satisfaction—have loading values above 0.7, indicating a strong ability to measure their respective constructs. Outer loading is an indicator of convergent validity, and the ideal value is above 0.70. Therefore, all indicators in this study are declared valid and statistically significant in representing the latent variables studied.

2) Average Variance Extracted (AVE)

Another measure for establishing convergent validity at the construct level is the average variance extracted (AVE). The measurement model (outer model) stipulates that the AVE is

considered to have met convergent validity if the AVE value is greater than 0.50. The AVE values are as follows:

Table 2. Average Variance Extracted Values

Variables	AVE value	Discription
Communication (X1)	0,657	Valid
Work facilities (X2)	0,687	Valid
Quality of public services (Y)	0,681	Valid
Public satisfaction (Z)	0,701	Valid

Source: SmartPLS 3 Output (2025).

Table 2 shows that all variables—digitalization, professionalism, public service quality, and public satisfaction—have AVE values above the recommended minimum threshold of 0.50. An AVE value above 0.5 indicates that the variance of the indicators of each construct is successfully explained by that construct. Therefore, it can be concluded that the four variables in this study have met the validity test at the convergent stage.

a. Discriminant Validity Test

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

Table 3. Cross-Loading

Item	Communication (X1)	Work facilities (X2)	Quality of public services (Y)	Public satisfaction (Z)
X1.1	0,803	0,751	0,757	0,755
X1.2	0,808	0,795	0,786	0,780
X1.3	0,858	0,811	0,807	0,804
X1.4	0,846	0,839	0,827	0,838
X1.5	0,767	0,762	0,779	0,784
X1.6	0,814	0,797	0,799	0,819
X1.7	0,832	0,825	0,818	0,805
X1.8	0,817	0,803	0,806	0,824
X1.9	0,839	0,825	0,837	0,835
X1.10	0,838	0,840	0,827	0,844
X1.11	0,761	0,746	0,739	0,720
X1.12	0,759	0,751	0,764	0,741
X1.13	0,778	0,767	0,767	0,768
X1.14	0,818	0,799	0,805	0,791
X2.1	0,768	0,780	0,781	0,757
X2.2	0,779	0,783	0,770	0,778
X2.3	0,816	0,815	0,819	0,830
X2.4	0,793	0,811	0,789	0,778
X2.5	0,807	0,836	0,814	0,807
X2.6	0,823	0,834	0,825	0,833
X2.7	0,820	0,832	0,820	0,819
X2.8	0,816	0,843	0,819	0,813
X2.9	0,814	0,843	0,820	0,820
X2.10	0,846	0,858	0,846	0,846
X2.11	0,830	0,852	0,830	0,822
X2.12	0,833	0,854	0,829	0,834
Y.1	0,803	0,783	0,822	0,795
Y.2	0,818	0,815	0,827	0,815
Y.3	0,804	0,795	0,805	0,813

Item	Communication (X1)	Work facilities (X2)	Quality of public services (Y)	Public satisfaction (Z)
Y.4	0,808	0,836	0,840	0,804
Y.5	0,767	0,776	0,789	0,766
Y.6	0,862	0,848	0,852	0,856
Y.7	0,774	0,788	0,809	0,779
Y.8	0,818	0,813	0,819	0,796
Y.9	0,851	0,860	0,870	0,854
Y.10	0,790	0,787	0,809	0,801
Y.11	0,813	0,821	0,835	0,825
Y.12	0,802	0,798	0,825	0,782
Z.1	0,821	0,815	0,802	0,837
Z.2	0,780	0,802	0,805	0,789
Z.3	0,860	0,850	0,848	0,876
Z.4	0,846	0,841	0,839	0,841
Z.5	0,787	0,790	0,805	0,785
Z.6	0,833	0,813	0,819	0,831
Z.7	0,811	0,829	0,823	0,867
Z.8	0,849	0,833	0,829	0,842
Z.9	0,761	0,767	0,767	0,788
Z.10	0,819	0,815	0,809	0,837
Z.11	0,811	0,829	0,823	0,867
Z.12	0,863	0,850	0,857	0,880

Source: SmartPLS 3 Output (2025).

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

3) Composite Reliability

The composite reliability test aims to determine the reliability of the items developed in this study. According to Hair et al. (2019), a construct is considered reliable if its composite reliability value is greater than 0.70. This model is considered good if it meets its assumptions. If the items used have a composite reliability of ≥ 0.70, then the items can be considered reliable in measuring their latent variables. If the composite reliability is <0.70, the items are considered unreliable in measuring or reflecting the latent variable. The results of the composite reliability test are shown in Table 4 below:

Table 4. Composite Reliability Test Results

Variables	*Composite Reliability*	*Cronbach Alpa*	Description
Communication (X1)	0,964	0,960	Reliabel
Work facilities (X2)	0,963	0,958	Reliabel
Quality of public services (Y)	0,962	0,957	Reliabel
Public satisfaction (Z)	0,966	0,961	Reliabel

Source: SmartPLS 3 Output, 2025.

Based on the composite reliability test results presented in Table 4, it can be seen that all latent constructs in this study have composite reliability values above the recommended minimum limit. Thus, these results indicate that all constructs in the research model have met the criteria for good internal reliability.

Structural Model Test (Inner Model)

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

1) R Square

The coefficient of determination (R^2) is used to measure the extent to which a model explains the variance in the dependent variables. Hair et al. (2019) stated that the coefficient of determination is a measure of the combined ability of exogenous latent variables to predict an endogenous variable construct. That is, the coefficient represents the amount of variance in an endogenous construct explained by all related exogenous constructs. This criterion is modified according to the number of exogenous variables constructed. Table 5 shows the results of the R-square estimation using SmartPLS 3.0:

Table 5. R-Square Test Results

Variabel	R-Square
Quality of public services (Y)	0,973
Public satisfaction (Z)	0,972

Source: SmartPLS 3.0 output, (2025).

According to Table 5, the R-Square value for the Service Quality variable is 0.973. This result indicates that 97.3% of the variation in service quality can be explained by the independent variables used in this research model. Meanwhile, the remaining 2.7% is determined by factors outside the research model. This high R-Square value indicates that the constructed structural model has very strong explanatory power for service quality.

Furthermore, the R-Square value for the Community Satisfaction variable is 0.972. This result means that 972% of the variation in community satisfaction (training participants) can be explained by the service quality variable and other exogenous variables in the research model. The remaining 2.8% of the variation in community satisfaction is determined by other factors not examined.

2) Q-Square

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

$Q^2=1 – (1- R1^2) (1- R2^2)$

$Q^2= 1 - (1- 0{,}973^2) (1 – 0{,}972^2)$

$Q^2= 1 – (1- 0{,}946) (1- 0{,}945)$

$Q^2= 1 – (0{,}054)(0{,}055)$

$Q^2= 1 – 0{,}003$

$Q^2= 0{,}997$

The Q-square calculation result in this study was 0.997, indicating that the model in this study adequately explains the endogenous variables, as the value of 0.997 is greater than 0.

Structural Model

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

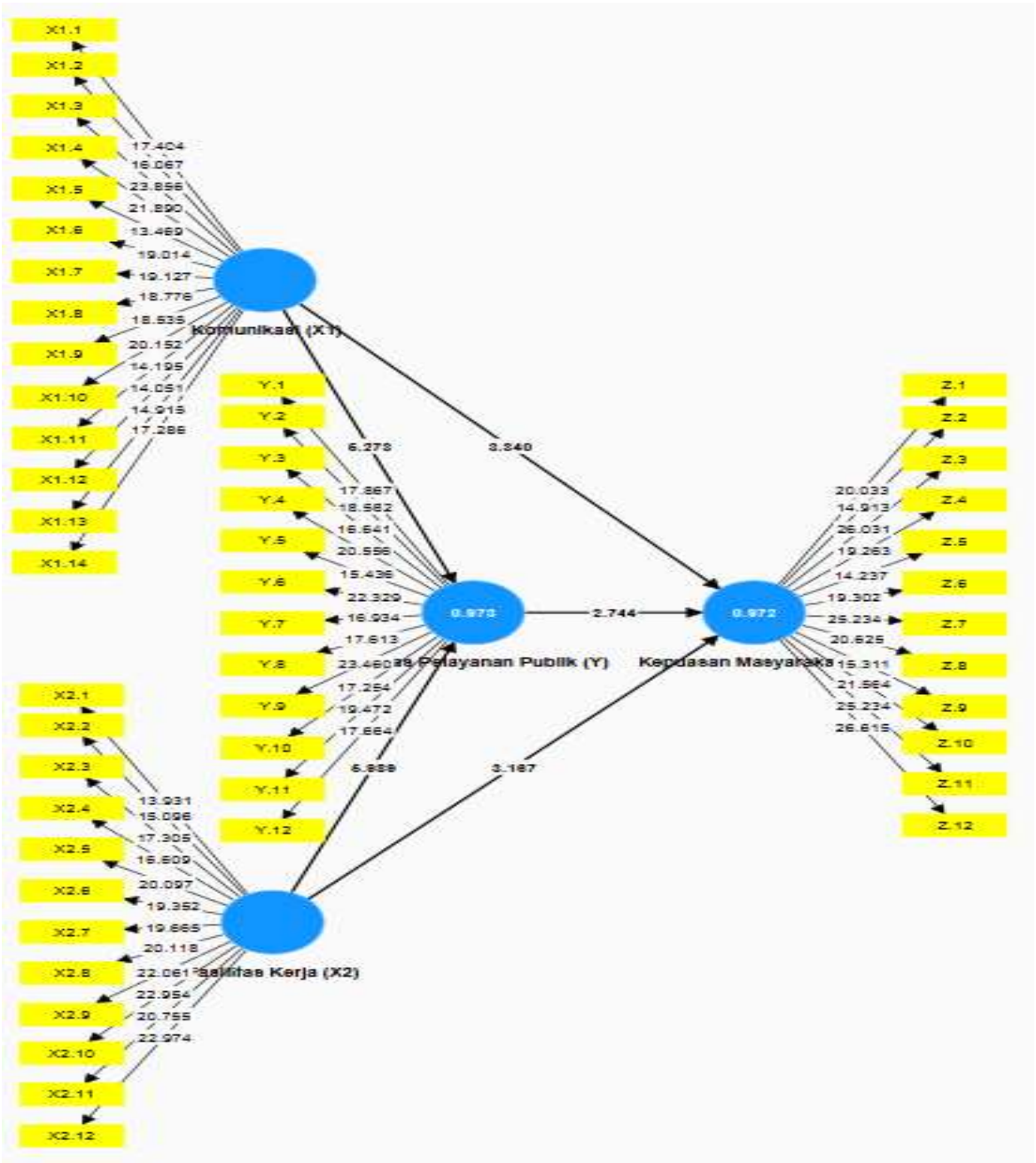

Figure 2. Bootstrapping Method

Hypothesis Testing

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

To answer the hypotheses proposed in this study, the Bootstrapping results (Path Coefficients) can be examined, both for direct and indirect effects. The basis for testing the hypothesis is the value found in the output results for inner weights, as follows:

Table 6. Results for Inner Weights (Path Coefficients)

Variable relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Communication (X1) -> Quality of public services (Y)	0,468	0,462	0,089	5,273	0,000
Work Facilities (X2) -> Quality of public services (Y)	0,523	0,529	0,087	5,989	0,000
Communication (X1) -> Public satisfaction (Z)	0,388	0,380	0,116	3,340	0,001
Work Facilities (X2) -> Public satisfaction (Z)	0,336	0,343	0,106	3,167	0,002
Quality of public services (Y) -> Kepuasan masyarakat	0,268	0,268	0,098	2,744	0,006
Communication (X1) -> Quality of public services (Y) -> Public satisfaction (Z)	0,126	0,125	0,054	2,308	0,021
Work Facilities (X2) -> Quality of public services (Y) -> Public satisfaction (Z)	0,140	0,141	0,054	2,588	0,010

The results of the verification test can be seen in Table 4.20 and are explained as follows:

1. The Effect of Communication on the Quality of Public Services
   The results of the hypothesis test show a t-statistic of 5.273 > 1.96 and a P-value of 0.000 < 0.05, thus accepting hypothesis H1. These results indicate that communication has a positive and significant effect on the quality of public services. This means that if communication improves, the quality of public services will improve.
2. The Effect of Work Facilities on the Quality of Public Services
   The results of the hypothesis test show a t-statistic of 5.989 > 1.96 and a P-value of 0.000 < 0.05, thus accepting hypothesis H1. These results indicate that work facilities have a positive and significant effect on the quality of public services. This means that if work facilities improve, the quality of public services will significantly impact the quality of public services.
3. The Effect of Communication on Public Satisfaction
   The results of the hypothesis test indicate a relationship between communication variables and public satisfaction with a t-statistic of 3.340 > 1.96 and a P-value of 0.001, less than 0.05 (0.001 < 0.05), thus accepting hypothesis H1. These results indicate that communication has a positive and significant effect on public satisfaction. This means that improved communication will affect public satisfaction.
4. The Effect of Work Facilities on Public Satisfaction
   The results of the hypothesis test show a t-statistic of 3.167 > 1.96 and a P-value of 0.002 < 0.05, thus accepting hypothesis H1. These results indicate that work facilities have a positive and significant effect on public satisfaction. This means that work facilities have an impact on public satisfaction.
5. The Effect of Public Service Quality on Public Satisfaction
   The results of the hypothesis test show a t-statistic of 2.744 > 1.96 and a P-value of 0.006 < 0.05, thus accepting hypothesis H1. These results indicate that public service quality has a positive and significant effect on public satisfaction. This means that if public service quality improves, public satisfaction will increase.
6. The Effect of Communication on Public Satisfaction is Mediated by Public Service Quality
   The results of the hypothesis test show a t-statistic of 2.308 > 1.96 and a P-value of 0.021 < 0.05, thus accepting hypothesis H1. These results indicate that communication has a positive and significant effect on public satisfaction, mediated by public service quality.

7. The Effect of Work Facilities on Public Satisfaction is Mediated by Public Service Quality
   The results of the hypothesis test show a t-statistic of 2.588 > 1.96 and a P-value of 0.010 < 0.05, thus accepting hypothesis H1. These results indicate that work facilities have a positive and significant effect on public satisfaction, mediated by the quality of public services.

DISCUSSION

The Effect of Communication on Public Service Quality

The results of this study indicate that communication has a positive and significant effect on the quality of public services. This finding indicates that the more effective communication is conducted by officials at the West Tanjung Jabung Regency Regional Revenue Agency, the better the quality of public services perceived by the public. Theoretically, Robbins and Judge (2017) state that effective communication is the primary means of conveying information, coordinating work, and building interpersonal relationships within an organization. In the context of public services, clear and open communication will help the public understand service procedures, administrative requirements, and their rights and obligations as service users. This opinion is supported by Grönroos (2007), who emphasized that service quality is largely determined by the quality of interactions between service officers and service users. Interactions characterized by friendly, clear, and responsive communication will shape positive public perceptions of the quality of public services. The results of this study align with those of Nurhayati and Sari (2020), which found that communication between government officials significantly impacts the quality of public services in government agencies. This study explains that good communication can reduce misinformation and increase public trust in service institutions.

The Influence of Work Facilities on Public Service Quality

The results of the study indicate that work facilities have a positive and significant effect on the quality of public services. This finding demonstrates that adequate work facilities are a crucial factor in supporting the delivery of quality public services. According to Gibson et al. (2012), work facilities are the physical and technical means provided by an organization to support the implementation of employee duties. Good work facilities will increase work efficiency and reduce obstacles in the service process. This study's findings align with those of Santoso (2019), who found that work facilities significantly influence the quality of public services in regional tax service agencies. The study explained that complete and modern work facilities can expedite the service process and increase public satisfaction.

The Influence of Public Service Quality on Public Satisfaction

The results of the study indicate that public service quality has a positive and significant effect on public satisfaction. This finding confirms that service quality is a key determinant in creating public satisfaction. According to Parasuraman et al., cited in Zahari et al. (2025), service quality is measured through five dimensions of SERVQUAL: tangibles, reliability, responsiveness, assurance, and empathy. If these five dimensions are met, the public will perceive the service as quality. If the perceived service quality meets or exceeds public expectations, satisfaction will be achieved. The results of this study align with research by Rahmawati (2021), which found that public service quality significantly influences public satisfaction with local government agencies. This study confirms that consistently improving service quality will increase public satisfaction levels.

The Influence of Communication on Public Satisfaction through Public Service Quality.

The results show that public service quality acts as a mediating variable in the relationship between communication and public satisfaction. This finding indicates that communication by public service officials does not directly increase public satisfaction but rather first influences

the quality of public service perceived by the public, which in turn determines public satisfaction levels. Theoretically, Grönroos (2007) states that service quality is strongly influenced by the quality of interaction between service providers and service users. Communicative and two-way interactions will create the perception of reliable, responsive, and community-oriented service. Parasuraman et al. in Zahari et al. (2025), which states that service quality is the result of public evaluations of the dimensions of reliability, responsiveness, assurance, empathy, and tangible service evidence. The results of this study align with those of Nurhayati and Sari (2020), who found that official communication does not directly influence public satisfaction, but has a significant influence through the quality of public services. This study confirms that the public values perceived service quality more than the communication process itself. Rahmawati's (2021) research also supports this finding, stating that public service quality acts as a mediator, strengthening the influence of communication on public satisfaction with public services in local government agencies.

The Influence of Work Facilities on Public Satisfaction through Public Service Quality.

The results show that public service quality acts as a mediating variable in the relationship between work facilities and public satisfaction. This finding indicates that the work facilities available in public service agencies do not directly shape public satisfaction but rather first influence the perceived quality of public services, which in turn determines the level of public satisfaction.

Conceptually, Gibson et al. (2012) state that work facilities are an important resource that supports employee task performance and influences service performance. This view is reinforced by the service quality theory by Parasuraman et al., as cited in Zahari et al. (2025), which states that the tangible dimension is one of the main indicators in assessing service quality. Good work facilities will strengthen the tangible dimension and support the fulfillment of other dimensions such as reliability and responsiveness.

The results of this study align with Santoso's (2019) study, which found that work facilities do not directly influence public satisfaction, but have a significant influence through the quality of public services. This study confirmed that the public values the perceived service outcomes more than the condition of the work facilities themselves. Rahmawati's (2021) research also supports this finding, stating that the quality of public services plays a significant mediator in the relationship between work facilities and public satisfaction in local government agencies.

CONCLUSION

Descriptively, the results of this study indicate that communication between officials, the condition of work facilities, the quality of public services, and the level of public satisfaction are in the good category, indicating that the services provided have been running quite effectively. Overall, this study confirms that increasing public satisfaction at the Regional Revenue Agency of West Tanjung Jabung Regency can be achieved through strengthening good communication and providing adequate work facilities while maintaining a focus on improving the quality of public services.

Based on the inferential analysis, it can be concluded that communication and work facilities play a significant role in improving the quality of public services. Effective, clear, and responsive communication between officials and the public can create better service, while adequate work facilities support the smooth and effective service process. Improved public service quality has been shown to positively impact public satisfaction, as residents feel their needs and expectations are met through the services provided. In addition to influencing public service quality, communication and work facilities also directly impact public satisfaction. These results indicate that public satisfaction is determined not only by the service outcome, but also by the interaction process and the comfort experienced during service delivery.

Furthermore, public service quality has been shown to act as a mediating variable, strengthening the influence of communication and work facilities on public satisfaction. Thus, public service quality is a key factor bridging the relationship between communication, work facilities, and public satisfaction.

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