



DOI: <https://doi.org/10.38035/dijdbm.v6i5>
<https://creativecommons.org/licenses/by/4.0/>

The Influence of Professionalism and Work Discipline on Public Satisfaction Through the Performance of Public Services at the Regional Revenue Agency (BAPENDA) of Tanjung Jabung Barat Regency

Sugianto¹, M. Zahari², Sudirman³.

¹Universitas Batanghari, Jambi, Indonesia, sugi.anto1967@gmail.com.

²Universitas Batanghari, Jambi, Indonesia, m.zaharims@gmail.com.

³Universitas Batanghari, Jambi, Indonesia, sudirmanidris8@gmail.com.

Corresponding Author: sugi.anto1967@gmail.com¹

Abstract: This study aims to describe work professionalism, work discipline, public service performance, and public satisfaction at the Regional Revenue Agency (BAPENDA) of Tanjung Jabung Barat Regency. It also seeks to examine the influence of professionalism and work discipline on public satisfaction, both directly and indirectly through service performance. The population in this study consists of 118,264 people, with a sample size of 399 respondents. A quantitative approach was used with a survey method, and data were analyzed using Partial Least Squares (PLS). The results of the study indicate that professionalism and work discipline influence public satisfaction, both directly and indirectly through service performance at BAPENDA. This finding suggests that the higher the level of employee professionalism and discipline, the better the quality of service perceived by the public. Indirectly, professionalism and discipline contribute to the improvement of public service performance. Optimal service performance serves as a key bridge in meeting public expectations of government services. When services are delivered effectively, the public experiences tangible benefits from the presence of government officials, which in turn leads to higher levels of satisfaction.

Keyword: Professionalism, Work Discipline, Service Performance, Public Satisfaction.

INTRODUCTION

Public service is one of the key aspects in realizing good governance. However, in practice, the quality of public services in Indonesia still faces various challenges. This is due to several factors, such as a lack of professionalism, insufficient employee discipline, and service systems that are not yet fully optimal. The increasing levels of education, knowledge, and social dynamics within society demand that government officials provide services that are faster, more transparent, and responsive (Sangaji & Rusli, 2024).

In this context, Law Number 25 of 2009 on Public Services serves as an important legal foundation, emphasizing that every citizen has the right to public services that are high-quality, accessible, fast, affordable, and measurable. Service providers are also required to establish

service standards that serve as guidelines for evaluating the quality of services delivered to the public.

At the regional level, the Regional Revenue Agency (BAPENDA) of Tanjung Jabung Barat Regency, as the institution responsible for managing regional revenue, plays a strategic role in providing services to the public, particularly in matters related to local taxation. The improvement of service quality at BAPENDA largely depends on the quality of its human resources (HR), including aspects such as competence, integrity, professionalism, and employee discipline. Hasibuan (2017) states that human resources are the dominant factor in determining an organization's success, as they are the driving force behind all other organizational elements.

Internal data from BAPENDA indicates an increase in the number of employees over the past five years, along with a rise in the number of taxpayers served. However, this increase in quantity has not been fully accompanied by an improvement in service quality. Cases of disciplinary violations such as tardiness, leaving work early, and unexcused absences are still being found, and these directly impact the quality of public services provided (Rivai & Sagala, 2020).

In addition to the issue of discipline, employee professionalism is also a key area of concern. Professionalism not only involves technical skills but also encompasses work ethics, responsibility, and commitment to public service (Siagian, 2016). According to Handayani (2018), professionalism reflects the competence, knowledge, and attitude of employees in carrying out their duties effectively and efficiently. Unfortunately, there are still limitations in employees' possession of competency certifications at BAPENDA, indicating the need to strengthen capacity through relevant training and certification programs (Sedarmayanti, 2019).

This condition has contributed to public perceptions of BAPENDA's services. The results of the Public Service Performance Index and the Community Satisfaction Index measurements during the 2020–2024 period show that the services are still categorized as "good," but have not consistently reached the "very good" category. This indicates that there is still room for improvement, particularly in aspects such as timeliness of service delivery and the handling of public complaints (Suandi, 2019; Ministry of Administrative and Bureaucratic Reform Regulation No. 14 of 2017).

Therefore, to improve service quality and public satisfaction, it is important to examine the extent to which employee professionalism and work discipline influence the performance of public services and their impact on public satisfaction. This study is titled "The Influence of Professionalism and Work Discipline on Public Satisfaction Through the Performance of Public Services at the Regional Revenue Agency (BAPENDA) of Tanjung Jabung Barat Regency."

METHOD

This study employs a quantitative approach using a survey method as the primary data collection technique. The survey method was chosen because it allows for a systematic depiction of the relationships among the variables studied, namely work professionalism, work discipline, public service performance, and public satisfaction. The research is both descriptive and explanatory in nature, where the descriptive aspect aims to describe the condition of the observed variables, while the explanatory aspect seeks to empirically test the influence among variables within the environment of the Regional Revenue Agency of Tanjung Jabung Barat Regency (Sugiyono, 2019).

The types of data used in this study consist of primary and secondary data. Primary data were obtained directly through the distribution of questionnaires to respondents, namely members of the public who received services from Regional Revenue Agency. The questionnaire was developed based on relevant indicators for each research variable and utilized a five-point Likert scale, ranging from "strongly disagree" to "strongly agree" (Idriantoro & Supomo, 2016). Meanwhile, secondary data were obtained through document studies of

literature, annual reports, internal Regional Revenue Agency documents, and other official sources that support this research.

The population in this study consists of all members of the public who received services from Regional Revenue Agency of Tanjung Jabung Barat Regency in 2024, totaling 118,264 individuals. Since the population is relatively large and cannot be fully reached, the researcher employed a sampling technique using the convenience sampling method, which involves selecting samples based on ease of access to respondents. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a total of 399 respondents selected for this study (Umar, 2017; Arikunto, 2016).

Data collection was carried out using two techniques: questionnaire distribution and document study. Questionnaires were distributed directly to respondents who visited the BAPENDA office to receive services, while documentation was used to obtain secondary data such as the number of employees, the number of taxpayers served, and the service performance index.

The data analysis methods used in this study are descriptive analysis and inferential analysis using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS). SEM-PLS was chosen because it is capable of testing complex models, explaining relationships among latent variables, and remains effective even with relatively small sample sizes (Hair et al., 2019). The analysis process involves evaluating the measurement model (outer model), which includes tests for validity and reliability, as well as evaluating the structural model (inner model) to determine the magnitude of influence among variables through path coefficients, t-statistics, and R-square values.

RESULTS AND DISCUSSION

Respondent Characteristics.

Before conducting further analysis of the research variables, data on the characteristics of the respondents are presented first to provide a general overview of the participants' backgrounds in this survey.

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	245	68,6
2	Woman	112	31,4
Age Group			
1	< 25 Years	14	3,9
2	25 – 35 Years	187	52,4
3	36 – 45 Years	117	32,8
4	46 – 55 Years	33	9,2
5	> 55 Years	6	1,7
Education			
1	High School or Equivalent	94	26,3
2	Diploma	18	5
3	Bachelor degree	229	64,1
4	Master's Degree	16	4,5
Work			
1	Civil Servant	111	31,1
2	Armed Forces/ Police	55	15,4
3	Private sector employee	45	12,6
4	Self-employed	88	24,6
5	Farmers/Fishermen	58	16,2

Source: Processed data (2025)

Description of Research Variables.

Descriptive analysis in this study is used to obtain an overview of the observed variables based on the perceptions of the public as service users at the Regional Revenue Agency of Tanjung Jabung Barat Regency. The variables analyzed include employee professionalism, work discipline, public service performance, and public satisfaction with the services provided. Through this descriptive approach, the researcher seeks to understand how the public assesses the competence and professional attitude of BAPENDA personnel, the level of discipline in carrying out their duties, the quality of service performance received, and the extent of their satisfaction with the services delivered. Based on the survey conducted, the description of the variables observed in this study is summarized in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Score	Scale Range	Information
1	Professionalism	10	13176	12.138 – 14.993,9	Baik
2	Work Discipline	12	16.021	13.565,6 – 17.992,7	Tinggi
3	Service Performance	15	19.729	18.207 – 22.490,9	Baik
4	Community Satisfaction	15	19.861	18.207 – 22.490,9	Puas

Source: Processed data (2025)

Evaluation of Measurement Model (Outer Model).

There are three criteria used in data analysis with SmartPLS 3 to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent Validity of the measurement model with reflective indicators is evaluated based on the correlation between the item scores/component scores estimated using SmartPLS 3 software. An individual reflective measure is considered high if it correlates more than 0.70 with the construct being measured. In this study, a loading factor threshold of 0.70 is used. Based on the analysis conducted, the results are as follows:

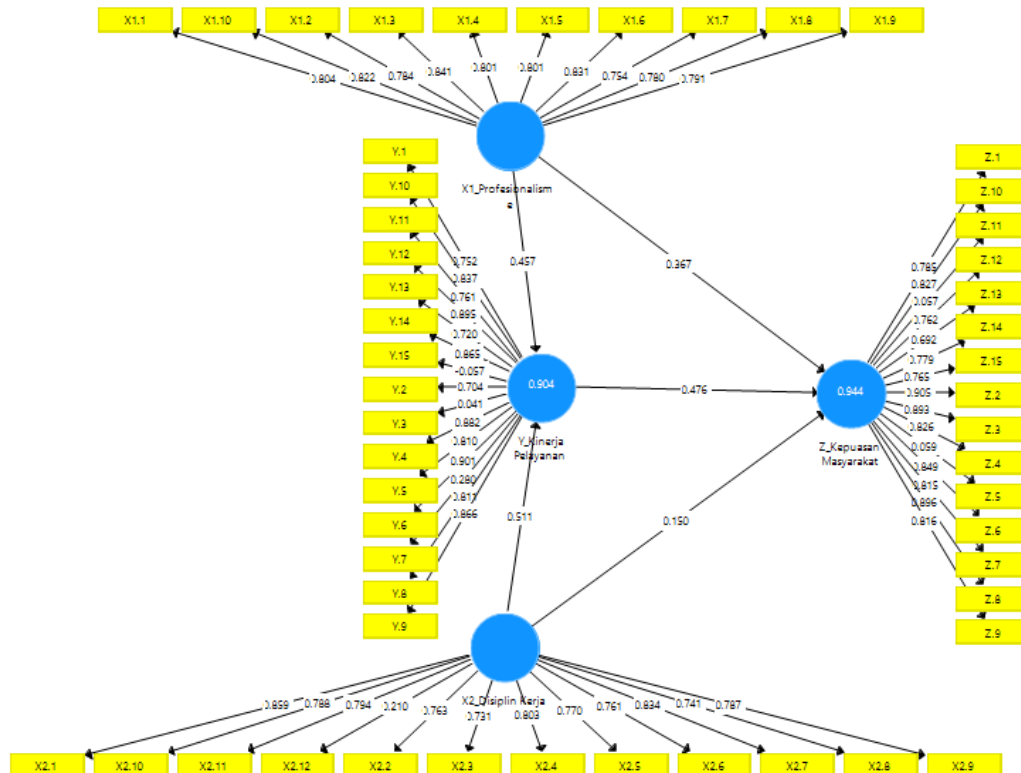


Figure 1. Full Outer Model

Figure 1 shows that several indicators have outer loading values below 0.7, indicating insufficient validity. These indicators include X2.12 (0.210), Y.3 (0.041), Y.7 (0.280), Y.15 (-

0.057), Z.5 (0.059), and Z.11 (0.057). Since these six indicators do not meet the minimum required threshold of 0.7, they need to be excluded from the analysis. Subsequently, re-estimation must be conducted until all remaining indicators meet the validity criteria.

The results of the convergent validity test after re-estimation are presented in Figure 2 below.

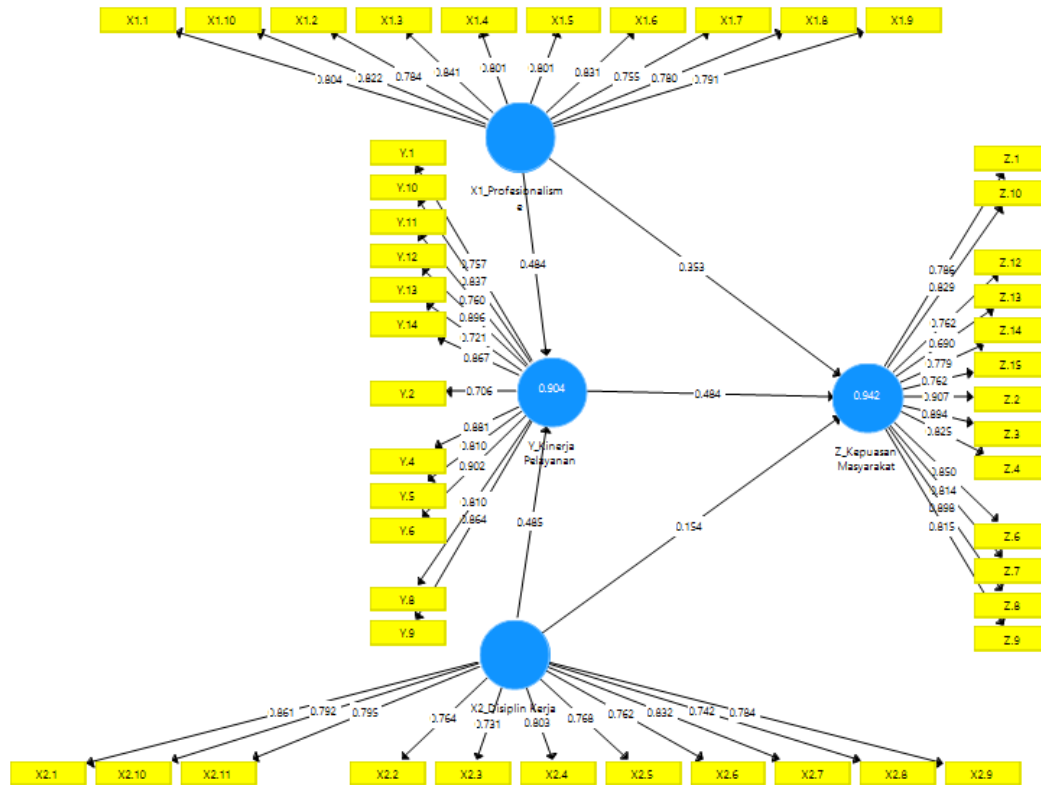


Figure 2. Outer Model After Reestimation

After removing the indicators that did not meet the validity standards and conducting re-estimation, the results shown in Figure 2 indicate that all indicators meet the rule of thumb criteria, with outer loading values exceeding the minimum threshold of 0.7. Thus, it can be concluded that all indicators used in this study are valid and appropriate for constructing the proposed model.

Structural Model Test Results (Inner Model)

After confirming that all constructs meet the criteria for convergent validity, discriminant validity, and composite reliability, the next step is to evaluate the structural model. This evaluation includes an analysis of the R-Square value (coefficient of determination) and the F-Square value (effect size f^2).

Results of R-Square Test Analysis

The R-Square test is conducted to evaluate the accuracy level of the developed research model. This evaluation criterion requires that each exogenous variable must have a significant predictive ability toward the endogenous variable. The interpretation of the R-Square value follows the standard benchmarks: a value of 0.75 indicates a strong relationship, 0.50 indicates a moderate relationship, and 0.25 suggests a weak relationship. The detailed results of this analysis are presented in Table 3 along with the discussion.

Table 3. R Square Test Results

Variable	R Square	R Square Adjusted
Y_Service Performance	0,904	0,903
Z_Community Satisfaction	0,942	0,942

Source: SmartPLS 3 output (2025).

The data analysis results presented in the table show that the constructs of professionalism and work discipline are able to explain the service performance variable by 90.4% ($R^2 = 0.904$). Meanwhile, the public satisfaction variable can be explained by the combination of professionalism, work discipline, and service performance constructs, with a coefficient of determination reaching 94.2% ($R^2 = 0.942$).

F-Square Analysis Results (f2 Effect Size)

The F-square calculation aims to evaluate the significance of a construct’s influence by analyzing changes in the R-square value when the construct is removed from the model. According to Hair et al. (2019), the criteria for interpreting the effect size (f-square) are as follows: a value of 0.02 indicates a small effect, 0.15 indicates a moderate effect, and 0.35 suggests a large effect. A value below 0.02 means that the construct does not have a significant influence on the endogenous variable. The detailed results of the F-square calculation are presented in the following table.

Table 4. F-Square Test Results

Variable	Y_Service Performance	Z_Community Satisfaction
X1_Professionalism	0,339	0,223
X2_Work Discipline	0,340	0,043
Y_Service Performance		0,388

Source: SmartPLS 3 output (2025).

Based on the F-Square test results presented in Table 4, it can be seen that professionalism (X1) has a fairly significant effect on service performance (Y), with a value of 0.339, which falls into the moderate effect category. Meanwhile, the effect of professionalism on public satisfaction (Z) is relatively smaller, with a value of 0.223. This indicates that although professionalism plays an important role in improving service performance, its direct impact on public satisfaction is relatively more limited.

Meanwhile, work discipline (X2) shows an interesting pattern, where its effect on service performance (0.340) is nearly equal to that of professionalism. However, its effect on public satisfaction is very small (0.043). This finding highlights that work discipline is more effective in driving improvements in service performance than in directly influencing public satisfaction.

Hypothesis Testing Analysis Results (Path Coefficient)

The results of the structural model testing are explained in the discussion presented in Figure 3 and Table 5 below.

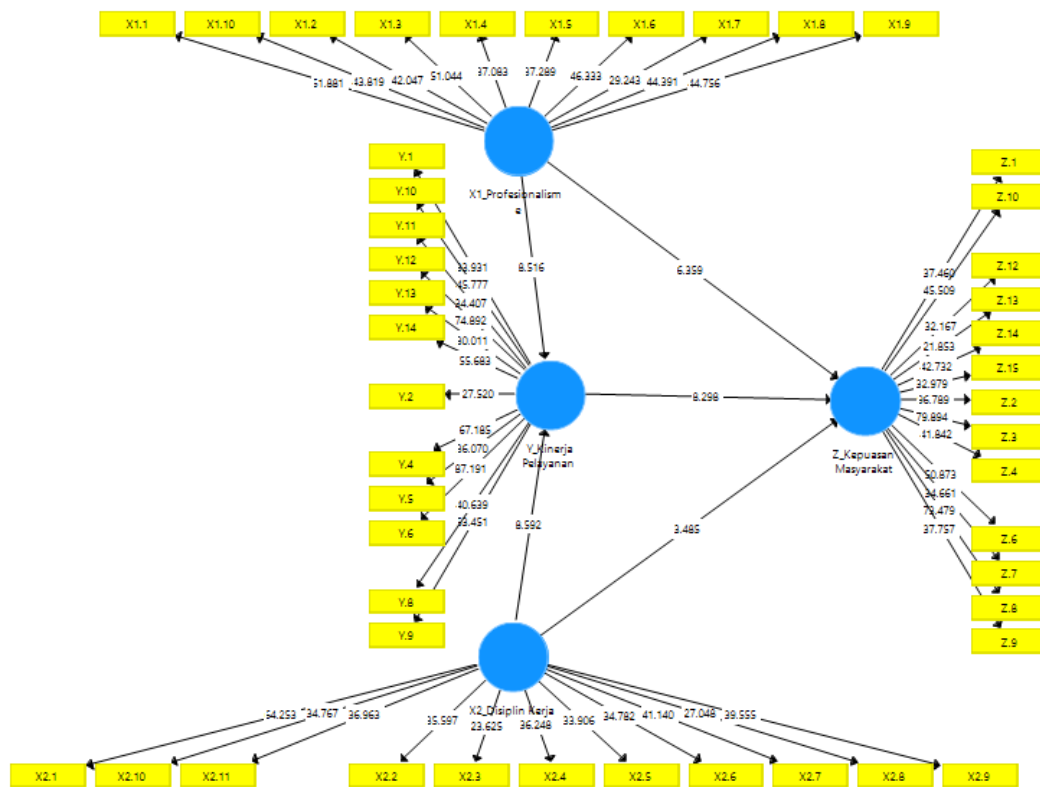


Figure 3. Research Construct Relationship Model Using Bootstrapping Method

Table 5. Complete Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hypothesis
X1_Professionalism -> Y_Service Performance	0,484	0,487	0,057	8,516	0,000	Accepted
X2_Work Discipline -> Y_Service Performance	0,485	0,482	0,056	8,592	0,000	Accepted
X1_Professionalism -> Z_Customer Satisfaction	0,353	0,354	0,055	6,359	0,000	Accepted
X2_Work Discipline -> Z_Community Satisfaction	0,154	0,155	0,044	3,485	0,001	Accepted
Y_Service Performance -> Z_Community Satisfaction	0,484	0,483	0,058	8,298	0,000	Accepted

Source: SmartPLS 3 output (2025)

The findings of this study indicate that professionalism has an impact on public satisfaction both directly and indirectly through service performance. Directly, this result is in line with the study conducted by Irawan & Laksono (2020), which showed that the professionalism of civil servants significantly affects public satisfaction with public services. Similar results were also found in studies by Herlambang (2022), Syamsir et al. (2023), and Firman & Badaruddin (2022), all of which concluded that the professionalism of service personnel is a key factor in creating satisfactory public services.

Meanwhile, Sudarman (2022) and Amin (2020), in their studies, stated that work professionalism has a positive contribution to improving public service performance. Similarly, findings by Pradana et al. (2022) indicate that the professionalism of government officials plays a crucial role in shaping responsive and high-quality services.

Professionalism is one of the key factors that determine the quality of service performance within an organization, particularly in the public sector and community services. It encompasses work attitude, commitment to ethical standards, technical competence, and individual responsibility in carrying out duties. An employee with a high level of professionalism will perform their tasks with responsibility, integrity, and competence, thereby providing optimal service to the public. According to Sutrisno (2018), professionalism is an attitude and behavior that reflect expertise, integrity, and moral responsibility in the execution of duties.

Professionalism is also one of the key elements in delivering high-quality public services and has a positive impact on public satisfaction levels. It reflects an employee's competence, responsibility, ethical conduct, and commitment to performing duties in accordance with established work standards. When an employee works professionally, they not only carry out their tasks effectively from a technical standpoint but also demonstrate friendliness, honesty, and responsiveness to the needs of the public. According to Siagian (2016), professionalism is an individual's attitude and behavior in performing duties based on specific expertise, guided by high ethical standards and moral responsibility.

This study also found that work discipline has a positive and significant effect on public satisfaction, both directly and indirectly through service performance. Directly, these findings align with research conducted by Nurhidayat & Efendi (2021) and Zakiyah & Wahyono (2020), which state that work discipline has a positive influence on public satisfaction in public services. Similar findings were also revealed by Suryani (2020), who noted that improved employee discipline directly impacts the quality of services and the level of public satisfaction.

Meanwhile, other studies conducted by Susanto et al. (2017) and Rahmasita & Perizade (2022) found that work discipline significantly contributes to improving employee performance, particularly in public services. Research by Zakiyah & Wahyono (2020) also supports this finding, stating that discipline is one of the key factors in determining the success of service delivery in government institutions.

Work discipline is a fundamental element in supporting the achievement of optimal service performance within an organization. Discipline reflects an employee's adherence to rules, regulations, and established work procedures set by the institution. Employees with a high level of discipline will work consistently, punctually, and responsibly in completing their tasks. This, in turn, directly affects the quality of service provided to the public. According to Hasibuan (2017), discipline is an individual's awareness and willingness to comply with all rules and norms applicable within the organization.

Services delivered with discipline will be more organized, faster, and more efficient. Citizens seeking services will not have to wait long or face obstacles caused by employee negligence. This creates a positive service experience, thereby increasing public satisfaction. In line with this, Mangkunegara (2021) states that good employee work discipline supports the achievement of organizational goals, particularly in delivering quality services.

The findings of this study also confirm that the performance of public services has a significant impact on public satisfaction. The influence of service performance on public satisfaction implies that the better the quality of service provided by employees, the higher the level of satisfaction felt by the public. This includes the employees' ability to provide clear information, respond promptly, and follow applicable service procedures. Professional and consistent service will create a positive experience for the public as service recipients.

These results are consistent with previous studies conducted by Irawan & Laksono (2020), Nurhidayat & Efendi (2021), and Suryani (2020), which found that public service performance significantly affects the level of public satisfaction. Other studies by Setiawati & Suparti (2023) and Ningtyas & Sari (2019) also show that service quality reflected in speed, clarity of information, and procedural accuracy greatly contributes to building a positive public perception of service institutions.

Service performance reflects how well a public institution carries out its duties in delivering services to the public. Good performance is demonstrated through speed, accuracy, friendliness, and the alignment of services with public expectations. Optimal service performance plays a vital role in shaping the public's perception and experience of service quality. According to Tjiptono (2018), high-quality service performance is service that meets or exceeds customer expectations.

Citizens who receive responsive, clear, and efficient services are more likely to feel satisfied and trust the service institution. This indicates that service performance directly affects the level of public satisfaction. Fast, straightforward services delivered by competent employees create comfort and satisfaction during the service interaction process. Zeithaml et al. (2018) also emphasize that "consistently high-quality service will result in sustained customer satisfaction."

Conversely, poor service performance such as slow, unfriendly, or non-transparent service can lead to complaints and dissatisfaction among the public. This may result in decreased public satisfaction and a loss of trust in public service institutions. According to Kotler & Keller (2016), customer satisfaction is strongly influenced by their perception of service performance compared to their initial expectations.

Therefore, to improve public satisfaction, public service institutions must continuously enhance their service performance. This can be achieved through improving employee competence, utilizing service technology, simplifying procedures, and implementing excellent service principles. These efforts will create high-quality, professional services that provide a positive experience for the public.

CONCLUSION

Based on the survey conducted, professionalism, work discipline, service performance, and public satisfaction at the Regional Revenue Agency (BAPENDA) of Tanjung Jabung Barat Regency are perceived to be functioning well. The findings of this study also confirm that employee professionalism and work discipline have a positive and significant influence on public satisfaction, both directly and indirectly through service performance. This indicates that when employees are able to demonstrate professional behavior in their work, it is reflected in effective and well-structured service performance, which in turn leads to increased public satisfaction. Furthermore, the influence of work discipline on public satisfaction through service performance suggests that when employees show discipline in carrying out their duties, the services provided become more effective and focused, thereby enhancing public satisfaction.

This study needs to be followed up to examine other factors that may influence the level of public satisfaction more comprehensively. This is important so that government institutions, particularly the Regional Revenue Agency (BAPENDA) of Tanjung Jabung Barat Regency, can better understand the various aspects that contribute to public perception and satisfaction in receiving public services. Further research could also explore other variables such as service transparency, the speed of information technology, or interpersonal communication by staff, which may have a significant impact. Thus, the findings can serve as a more comprehensive evaluation for efforts to improve the quality of public services in the future.

REFERENCE

- Amin, M. (2020). Pengaruh Profesionalisme Aparatur Terhadap Kualitas Pelayanan Publik Bidang Administrasi Pemerintahan. *Public Policy*, 1(2), 137-152.
- Arikunto, S. (2016). *Manajemen Penelitian*. Jakarta: Rineka Cipta
- Firman & Badaruddin (2022)
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2019). *Partial Least Squares Structural Equation Modeling (PLS-SEM): An Emerging Tool in Business Research*. In

- European Business Review (Vol. 26, Issue 2). <https://doi.org/10.1108/EBR-10-2013-0128>
- Handayani, F., Prasetyo, R., & Sari, R. (2018). Analisis Kompetensi Arsiparis Profesional di Indonesia. *JUPI (Jurnal Ilmu Perpustakaan dan Informasi)*, 3(2), 226-237.
- Hasibuan. M.S.P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Gunung Agung.
- Herlambang, T., Kesuma, I. D. G. A. W., & Susbiyani, A. (2022). Pengaruh profesionalisme pegawai dan standard operating procedure terhadap kepuasan masyarakat dengan kualitas pelayanan sebagai variabel intervening. *Jurnal Manajemen*, 14(1), 153-164.
- Indriantoro, N. & Supomo, B. (2016). *Metodologi penelitian*. Jakarta: Indeks.
- Irawan, B., & Laksono, S. S. M. (2020). Analisis Kualitas Pelayanan Publik, Profesionalisme, Kinerja Pegawai Sebagai Upaya Kepuasan Masyarakat (Studi Pada Kelurahan Turi Kecamatan Sukorejo Kota Blitar). *Revitalisasi: Jurnal Ilmu Manajemen*, 8(1), 28-37.
- Kotler, P., & Keller, K. L. (2016). *Marketing management (15th ed.)*. Pearson Education.
- Mangkunegara, A. P. (2021). *Manajemen Sumber Daya Manusia Perusahaan, Cetakan ke-2*. Bandung: PT. Remaja Rosdakarya Offset.
- Ningtyas, D. I. S., & Sari, R. M. (2019). Analisis Kinerja Pelayanan Publik Puskesmas terhadap Indeks Kepuasan Masyarakat (Studi Kasus UPTD Kesehatan Kecamatan Kepanjenkidul Kota Blitar). *Jurnal Penelitian Manajemen Terapan (PENATARAN)*, 4(2), 122-134.
- Nurhidayat, A., & Efendi, B. (2021). Pengaruh Kualitas Pelayanan Publik, Responsivitas Dan Disiplin Kerja Pegawai Terhadap Kepuasan Masyarakat Di Kantor Balai Desa Purwosari Kecamatan Kaliwiro Kabupaten Wonosobo. *Journal of Economic, Business and Engineering (JEBE)*, 2(2), 357-364.
- Pradana, K. A., Panuluh, S. M., Widiyanto, A. T. E., & Priyono, P. C. (2022). Literatur Review: Efektivitas Model Asuhan Keperawatan Profesional (Makp) Terhadap Kinerja Pelayanan Perawat. *Avicenna: Journal of Health Research*, 5(1).
- Rahmasita, A. N., & Perizade, B. (2022). Pengaruh disiplin kerja dan lingkungan kerja fisik terhadap kinerja pegawai pelayanan pajak Kantor Samsat Palembang. *CAM JOURNAL: Change Agent For Management Journal*, 6(2), 146-157.
- Rivai, V & Sagala, E.J. (2020). *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*. Jakarta: RajaGrafindo.
- Sangaji, A. I., & Rusli, M. (2024). Penerapan Pelayanan Pengaduan Masyarakat Di Kantor Polisi Sektor Manggala. *Meraja journal*, 7(2), 1-14.
- Sedarmayanti. (2019). *Manajemen Sumber Daya Manusia Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Bandung: PT Refika Aditama.
- Setiawati, B., & Suparti, H. (2023). Analisis Kinerja Pelayanan Terhadap Kepuasan Masyarakat Di Puskesmas Mabu'un Kabupaten Tabalong. *PubBis: Jurnal Pemikiran Dan Penelitian Administrasi Publik Dan Administrasi Bisnis*, 7(1), 97-104.
- Siagian, S.P. (2016). *Administrasi Pembangunan*. Yogyakarta: Bumi Aksara.
- Suandi, S. (2019). Analisis Kepuasan Masyarakat terhadap Pelayanan Publik Berdasarkan Indeks Kepuasan Masyarakat di Kantor Kecamatan Belitang Kabupaten OKU Timur. *Jurnal Ilmu Administrasi dan Studi Kebijakan (JIASK)*, 1(2), 13-22.
- Sudarman, E. (2022). Pengaruh Profesionalisme dan Disiplin Pegawai Terhadap Kinerja Pelayanan Publik di Kecamatan Cikampek Kabupaten Karawang. *Aliansi: Jurnal Manajemen dan Bisnis*, 17(1), 9-16.
- Sugiyono. (2019). *Metode penelitian bisnis*. Bandung: Alfabet
- Suryani, N. (2020). Pengaruh Kualitas Pelayanan, Disiplin Kerja, Komunikasi Interpersonal Dan Fasilitas Pelayanan Terhadap Kepuasan Masyarakat. *Business and Accounting Education Journal*, 1(3), 258-264.
- Susanto, A. E., Wahyuningrat, W., & Kurniasih, D. (2017). Kinerja pelayanan publik di Kabupaten Cilacap (Pengaruh motivasi kerja, komitmen pegawai dan disiplin kerja

- terhadap kinerja pegawai negeri sipil di Kabupaten Cilacap). *JIPAGS (Journal of Indonesian Public Administration and Governance Studies)*, 1(2).
- Sutrisno, E. (2018). *Manajemen Sumber Daya Manusia*. Jakarta: Prenada Media Group.
- Syamsir, M., Sahlania, O., & Rahman, R. (2023). Profesionalisme Aparatur terhadap Kepuasan Masyarakat dalam Pelayanan di Kantor Kecamatan Manggala
- Tjiptono, F. (2018). *Strategi Pemasaran*. Yogyakarta: Andi.
- Umar, H. (2017). *Metode riset bisnis: dilengkapi contoh proposal dan riset bidang manajemen dan akuntansi*. Jakarta: Gramedia Pustaka Utama.
- Zakiah, N., & Wahyono, W. (2020). Peran Kualitas Pelayanan Dalam Memediasi Pengaruh Komunikasi Interpersonal, Disiplin Kerja, Dan Fasilitas Terhadap Kepuasan Masyarakat. *Economic Education Analysis Journal*, 9(3), 690-703.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services Marketing: Integrating Customer Focus Across the Firm*. New York: McGraw-Hill Education.