



The Effect of Officer Competency and Communication on User Satisfaction of Electronic Procurement Services with Service Quality as A Mediation Variable

Yang Yang Abdulrahman¹, Aty Herawati²

¹Master of Management Study Program, Faculty of Economics, Business and Humanities, Trilogi University, Jakarta, Indonesia, yangyang.rahman25@gmail.com

²Master of Management Study Program, Faculty of Economics, Business and Humanities, Trilogi University, Jakarta, Indonesia, atyherawati@trilogi.ac.id

Corresponding Author: yangyang.rahman25@gmail.com¹

Abstract: This study aims to analyze the influence of officer competence and officer communication on user satisfaction of Electronic Procurement Services (LPSE) with service quality as a mediating variable at the Ministry of Villages and Development of Disadvantaged Regions. The study used a quantitative approach with a survey method. The research sample consisted of 165 providers who registered and were active in SPSE in 2025. The sample was determined using a purposive sampling technique. The results showed that officer competence had a positive effect on service quality with a coefficient of 0.400. Officer communication also had a positive effect on service quality with a coefficient of 0.490. Furthermore, service quality had a positive effect on user satisfaction with a coefficient of 0.798. However, officer competence and officer communication did not show a direct effect on user satisfaction. The results of the indirect effect test showed that service quality acted as a full mediating variable in the relationship between officer competence and officer communication on user satisfaction. These findings indicate that officer competence and communication do not directly shape user satisfaction, but are first realized through services that are easily accessible, thorough, fast, timely, friendly, and in accordance with user needs.

Keyword: Officer Competence, Officer Communication, Service Quality, User Satisfaction, LPSE, PLS-SEM.

INTRODUCTION

The development of information technology in the public sector has driven significant transformations in governance, particularly in realizing transparency, accountability, and service efficiency. One concrete implementation of this transformation is the implementation of an electronic-based government goods/services procurement system through the Electronic Procurement Service (LPSE) which operates under the coordination of the Government Goods/Services Procurement Policy Agency (LKPP). Through the Electronic Procurement System (SPSE) application, the procurement process can now be carried out in a more open,

documented, and easily traceable manner. Along with its development, SPSE does not only function as a procurement transaction platform, but has become part of a digital ecosystem integrated with various supporting systems such as the Provider Performance Information System (SIKaP) and the General Procurement Plan Information System (SiRUP), thus demanding an increase in the quality of services that are more professional, responsive, and adaptive.

In the context of the Ministry of Villages and Development of Disadvantaged Regions, the role of the LPSE (Lembaga Pelayanan Pajak/LPSE) has become increasingly strategic, as the number of procurement packages and government spending have increased in recent years. This increase has resulted in an increased workload for the Goods/Services Procurement Work Unit (UKPBJ), which serves as a center of excellence in procurement management. Furthermore, the increasing number of active LPSE users indicates that the service continues to be utilized sustainably. However, an increase in the number of users does not necessarily reflect optimal levels of satisfaction, as user satisfaction is also influenced by experience in accessing the system, the quality of services provided, and the ability of officers to provide needed assistance and information.

Empirically, officer competence is a crucial factor in determining the quality of public services. Officers with strong technical skills and procedural understanding tend to provide more effective, accurate, and responsive services. However, previous research has shown inconsistencies regarding the influence of competence on service quality. Furthermore, officer communication also plays a crucial role in establishing effective interactions with users, particularly in conveying information and addressing technical issues. While some studies have shown that communication positively impacts service quality and user satisfaction, others have found conflicting results, suggesting that this relationship requires further study.

Service quality itself is often positioned as a primary determinant in shaping user satisfaction, while also acting as a mediating variable in the relationship between competence and communication with satisfaction. However, empirical findings regarding this mediating role have not shown consistency. In the context of digital-based public services such as LPSE, system complexity and increasing user expectations make it important to have a more comprehensive understanding of the factors influencing user satisfaction. Based on this, this study aims to analyze the influence of officer competence and communication on user satisfaction of electronic procurement services, with service quality as a mediating variable in LPSE of the Ministry of Villages and Development of Disadvantaged Regions. This research is expected to provide theoretical contributions to enrich the study of digital-based public services, as well as provide practical implications for improving service quality and government procurement performance.

METHOD

This study uses a quantitative approach that aims to analyze the relationship between variables, namely officer competence and officer communication towards user satisfaction with service quality as a mediating variable. The study was conducted at the Goods/Services Procurement Work Unit (UKPBJ) of the Ministry of Villages and Development of Disadvantaged Regions in 2026. The study population included all active providers in the Electronic Procurement System (SPSE) totaling 1,717 accounts, with the sample determined through a purposive sampling technique based on the criteria of providers who registered and actively used SPSE in 2025, resulting in 185 respondents. This number has met the minimum sample criteria based on the guidelines of Hair et al. (2019), which is a minimum of 115 respondents from 23 research indicators.

Data collection was conducted using a closed-ended questionnaire with a Likert scale of 1–5 covering the variables of officer competence, officer communication, service quality, and user satisfaction. The data obtained were then analyzed using the Structural Equation

Modeling approach based on Partial Least Squares (SEM-PLS) with the assistance of the SmartPLS application. The analysis was carried out in two main stages: descriptive analysis to describe the characteristics of respondents and their perceptions of the research variables, and inferential analysis to test the research model. Evaluation of the measurement model (outer model) was carried out through convergent validity, discriminant validity, and reliability tests, while evaluation of the structural model (inner model) was carried out through testing the direct and indirect effects (indirect effect/mediation) using the bootstrapping technique. In addition, model feasibility was tested through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and model fit measures such as SRMR. This approach was chosen because it is able to test complex relationships between variables while comprehensively assessing the role of mediation in the research model.

RESULTS AND DISCUSSION

Hasil Penelitian

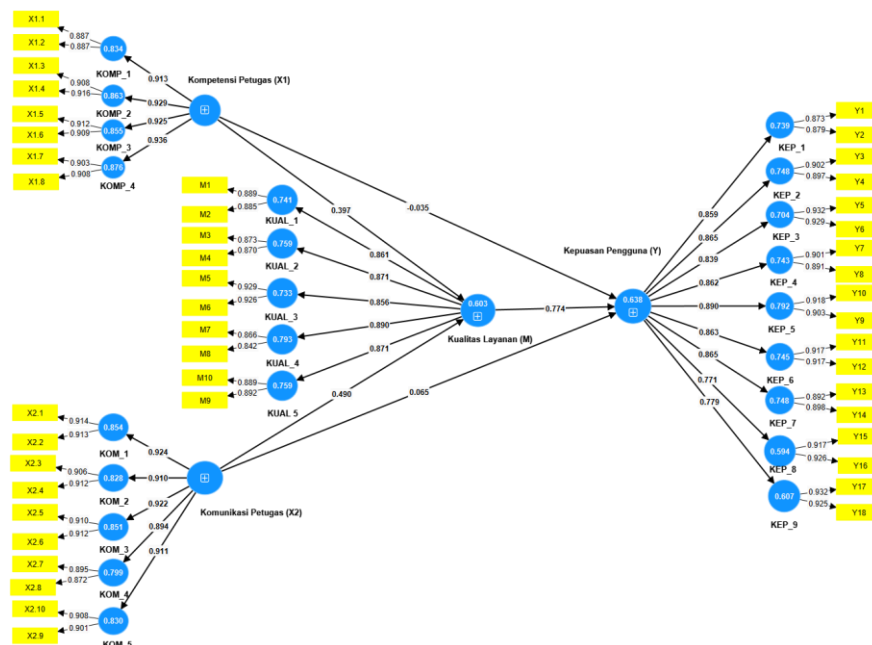
Data processing was applied through *the PLS-SEM method* with the support of *SmartPLS 4 tools* to evaluate the relationship of hidden constructs, namely Officer Competence, Officer Communication, Service Quality, and User Satisfaction. The study was applied to identify direct impacts, effects through intermediaries, and the function of Service Quality as a connecting variable. The examination was carried out through three core procedures, namely Measurement Model Testing (*Outer Model*) to evaluate the accuracy and consistency of indicators, Structural Model Testing (*Inner Model*) to examine the relationship of variables, and R^2 , f^2 , and Q^2 Model Testing to see the model's capacity to explain, determine the level of influence, and estimate endogenous variables.

Table 1. Outer Loading Results

Research Variables	Indicator	Statement	Outer Loading (≥ 0.70)	Outer Loading (≥ 0.70)	Information
Officer Competence (X1)	COMP_1	X1.1	0.887	0.914	Valid
		X1.2	0.887		Valid
	COMP_2	X1.3	0.908	0.927	Valid
		X1.4	0.916		Valid
	COMP_3	X1.5	0.912	0.923	Valid
		X1.6	0.909		Valid
	KOMP_4	X1.7	0.903	0.938	Valid
		X1.8	0.908		Valid
Komunikasi Petugas (X2)	KOM_1	X2.1	0.914	0.925	Valid
		X2.2	0.913		Valid
	KOM_2	X2.3	0.906	0.909	Valid
		X2.4	0.912		Valid
	KOM_3	X2.5	0.910	0.919	Valid
		X2.6	0.912		Valid
	KOM_4	X2.7	0.895	0.899	Valid
		X2.8	0.872		Valid
	KOM_5	X2.9	0.901	0.910	Valid
		X2.10	0.908		Valid
Kualitas Layanan (M)	KUAL_1	M1	0.889	0.863	Valid
		M2	0.885		Valid
	KUAL_2	M3	0.873	0.875	Valid
		M4	0.870		Valid
	KUAL_3	M5	0.929	0.849	Valid
		M6	0.926		Valid

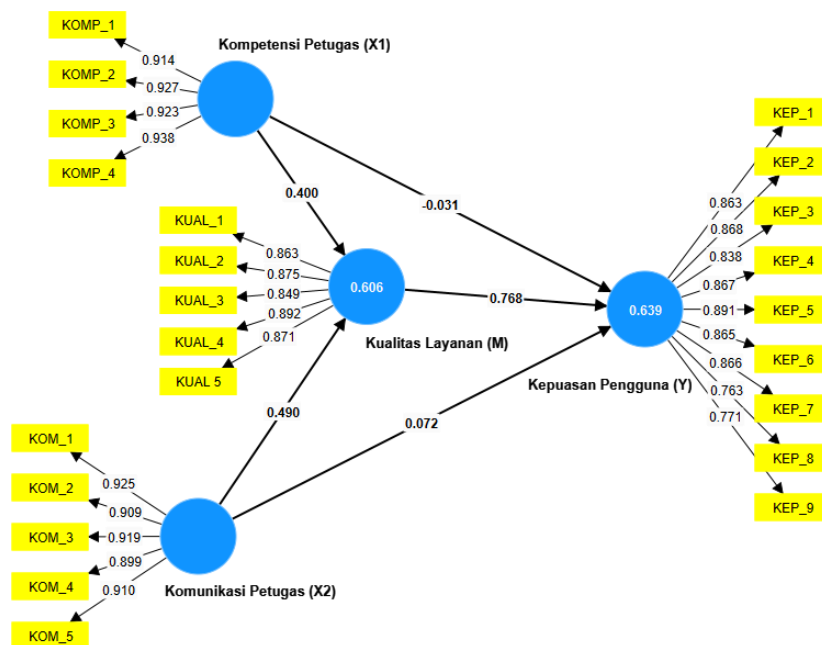
Research Variables	Indicator	Statement	Outer Loading (≥ 0.70)	Outer Loading (≥ 0.70)	Information
User Satisfaction (Y)	KUAL_4	M7	0.866	0.892	Valid
		M8	0.842		Valid
	KUAL_5	M9	0.892	0.871	Valid
		M10	0.889		Valid
	KEP_1	Y1	0.873	0.863	Valid
		Y2	0.879		Valid
	KEP_2	Y3	0.902	0.868	Valid
		Y4	0.897		Valid
	KEP_3	Y5	0.932	0.838	Valid
		Y6	0.929		Valid
	KEP_4	Y7	0.901	0.867	Valid
		Y8	0.891		Valid
	KEP_5	Y9	0.903	0.891	Valid
		Y10	0.918		Valid
	KEP_6	Y11	0.917	0.865	Valid
		Y12	0.917		Valid
	KEP_7	Y13	0.892	0.866	Valid
		Y14	0.898		Valid
	KEP_8	Y15	0.917	0.763	Valid
		Y16	0.926		Valid
	KEP_9	Y17	0.932	0.771	Valid
		Y18	0.925		Valid

Source: processed data 2026



Source: processed data 2026

Figure 1. PLS-SEM algorithm result statement item results



Source: processed data 2026

Figure 2. PLS-SEM algorithm result indicator results

Referring to Table 1 and Figures 1 and 2, the findings of the convergent validity examination show that all outer loading figures at the statement and indicator levels have reached the lowest standard of ≥ 0.70 . The outer loading figures for the statements on the variables of Officer Competence (X1), Officer Communication (X2), Service Quality (M), and User Satisfaction (Y) range from 0.842 to 0.932, while the outer loading figures for the indicators range from 0.763 to 0.938. Quantitatively, these findings indicate that each statement item and indicator has a close relationship to the concept being measured. Therefore, all items and indicators are declared convergently valid so that the research tool can be applied to the next stage of model analysis.

Table 2. Results of Indirect Effect Testing

Variable Relationship	Original Sample	T-Statistic	P-Value	Criteria	Information	Types of Mediation
Officer Competence (X1) → Service Quality (M) → User Satisfaction (Y)	0.319	2,598	0.005	$t > 1.65$ or $p < 0.05$	Significant	Full mediation
Officer Communication (X2) → Service Quality (M) → User Satisfaction (Y)	0.391	3,064	0.001	$t > 1.65$ or $p < 0.05$	Significant	Full mediation

Source: processed data 2026

Referring to the table, the indirect relationship between Officer Competence (X1) and User Satisfaction (Y) through Service Quality (M) is declared significant because the t-statistic score is $2.598 > 1.65$ and the p-value is $0.004 < 0.05$. The original sample result of 0.319 shows a tendency towards a positive relationship. This means that officer competence can strengthen user satisfaction when this capacity is implemented through optimal service quality. Next, the indirect relationship between Officer Communication (X2) and User Satisfaction (Y) through Service Quality (M) also shows a significant result because the t-statistic number is $3.064 > 1.65$ and the p-value is $0.000 < 0.05$. The original sample value of 0.391 shows a tendency towards a unidirectional influence. This means that officer communication can increase user satisfaction if the communication is able to encourage the quality of service perceived by users.

Referring to the findings of the direct and indirect effect tests presented in Tables 4.14 and 4.15, the next step is to describe the verification results of all research hypotheses. This description aims to identify the status of each hypothesis formulated in Chapter 3, whether it is accepted or rejected. Interpretation is carried out by examining the original sample value, t-statistic, and p-value for each relationship between variables, including both direct and indirect effects through intermediary variables. The following is a breakdown of each hypothesis test:

H₁ : Officer competence has a positive effect on service quality.

The analysis findings show that Officer Competence (X1) has a positive and significant impact on Service Quality (M). This condition is evident from the original sample results of 0.400, t-statistic $2.761 > 1.65$, and p-value $0.003 < 0.05$. Therefore, H1 is accepted. This means that increasing officer competence will result in more optimal service quality for LPSE users. Officer capabilities that include insight, skills, abilities, and work behavior can support the accuracy, transparency, and consistency of service.

H₂ : Officer communication has a positive effect on service quality.

The evaluation results prove that Officer Communication (X2) has a positive and significant influence on Service Quality (M). The original sample value of 0.490, t-statistic $3.313 > 1.65$, and p-value $0.000 < 0.05$ indicate this condition. Therefore, H2 is accepted. In other words, improving officer communication will result in increasingly optimal service quality for users. Clear, easy-to-understand communication that meets user needs can improve user perceptions of LPSE service quality.

H₃ : Service quality has a positive effect on user satisfaction.

The analysis findings show that Service Quality (M) has a beneficial and significant relationship with User Satisfaction (Y). This evidence is seen from the original sample value of 0.798, t-statistic of $9.344 > 1.65$, and p-value of $0.000 < 0.05$. Therefore, H3 is declared accepted. This means that increasing LPSE service quality will encourage an increase in user satisfaction. These findings confirm that service quality is the dominant element in creating user satisfaction compared to the direct impact of officer competence and communication.

H₄ : Officer competence has a positive effect on user satisfaction.

The analysis results prove that Officer Competence (X1) does not have a significant influence on User Satisfaction (Y). The original sample value is -0.031, the t-statistic is $0.485 < 1.645$, and the p-value is $0.314 > 0.05$. Therefore, H4 cannot be accepted. This means that officer competence has not shown a direct contribution to user satisfaction. However, referring to Table 4.16, officer competence has a significant indirect influence on user satisfaction through service quality with a t-statistic value of 2.598 and a p-value of 0.005. This condition shows that officer competence functions to increase user satisfaction through improving service quality.

H₅ : Officer communication has a positive effect on user satisfaction.

The results of data processing show that Officer Communication (X2) does not have a significant influence on User Satisfaction (Y). This is evidenced by the original sample value of 0.072, t-statistic $0.707 < 1.65$, and p-value $0.240 > 0.05$. Therefore, H5 is rejected. Thus, officer communication skills have not been proven to have a direct impact on user satisfaction. However, based on Table 4.16, officer communication has a significant indirect influence on user satisfaction through service quality with a t-statistic value of 3.064 and a p-value of 0.001. The results of this study show that officer communication is able to encourage increased user satisfaction when the delivery of information succeeds in creating optimal service quality.

Table 3. R-Square (R²) Value

Endogenous Variables	R-Square	R-Square Adjusted	Criteria	Description
User Satisfaction (Y)	0.636	0.634	$0.33 \leq R^2 < 0.67$	Moderate to strong
Service Quality (M)	0.606	0.601	$0.33 \leq R^2 < 0.67$	Moderate to strong

Source: processed data 2026

Referring to Table 4.17, the R-Square value for the User Satisfaction (Y) variable reached 0.636. This means that the components in the research design can explain changes in User Satisfaction by 63.6%, while the other 36.4% is influenced by external research elements. The Adjusted R-Square value of 0.634 shows that after adjustments based on the number of predictor variables, the model's capacity to explain User Satisfaction remains consistent at 63.4%. Furthermore, the R-Square value for the Service Quality (M) variable is 0.606. This means that Officer Competence and Officer Communication are able to explain variations in Service Quality by 60.6%, while the remaining 39.4% is explained by other variables outside the model. The Adjusted R-Square value of 0.601 indicates that after considering the number of predictors, the model's ability to explain Service Quality remains good, namely 60.1%. Therefore, the R-square and adjusted R-square results for both endogenous constructs are moderate to high. A low difference in values indicates the research design is stable and does not produce excessive explanatory power due to predictor factors.

Table 4. F-Square Value (f²)

Variable Relationship	f ² value	Criteria	Information
Service Quality (M) → User Satisfaction (Y)	1,749	≥ 0.35	Big effect
Officer Competence (X1) → Service Quality (M)	0.293	0.15–0.35	Moderate effect
Officer Communication (X2) → Service Quality (M)	0.440	≥ 0.35	Big effect

Source: processed data 2026

Referring to Table 4, the F-Square (f²) measure illustrates that the contribution level of each variable is not the same. The Impact of Service Quality (M) on User Satisfaction (Y) obtained an f² value of 1.749, so it is classified as a high influence because it exceeds the limit of ≥ 0.35 . This shows that service quality plays a dominant role in explaining user satisfaction. Next, the relationship between Officer Competence (X1) and Service Quality (M) produces an f² of 0.293 and is included in the medium influence because it is in the range of 0.15–0.35. This shows that officer competence plays an important role in improving service quality. On the other hand, the relationship between Officer Communication (X2) and Service Quality (M) obtained an f² of 0.440 and is included in the high influence group. Therefore, service quality is the most dominant element in determining user satisfaction, while officer communication has a higher impact than officer competence in creating quality LPSE services at the Ministry of Villages and Development of Disadvantaged Regions.

Table 5. Q-Square (Q²) Values

Endogenous Variables	Q ² Predict	Information
User Satisfaction (Y)	0.351	Have predictive relevance
Quality of Service (M)	0.554	Have predictive relevance

Source: processed data 2026

Based on the PLSpredict findings in Table 4.19, the Q² Predict score for the User Satisfaction (Y) variable reached 0.351 and for the Service Quality (M) variable reached 0.554. Both measurement results exceeded 0, so the model is confirmed to have predictive ability for endogenous variables. This means that the research model is able to predict User Satisfaction and Service Quality well. The highest Q² Predict value is found in the Service Quality (M)

variable, so the model's predictive ability for service quality is stronger than for user satisfaction. Therefore, this research design can be applied as a basis for describing and estimating the relationship between officer competence, officer communication, service quality, and user satisfaction in the LPSE services of the Ministry of Villages and Development of Disadvantaged Regions.

Table 4. 1Chi-Square Test Results

Model Fit Indicators	Saturated Model	Estimated Model	Assessment criteria	Information
Chi-Square (χ^2)	664,229	665,261	Smaller values indicate lower model fit.	The difference between the saturated model and the estimated model is relatively small.

Source: processed data 2026

Chi-square is used to determine the extent of the discrepancy between the model developed by the researcher and the empirical data. In SEM analysis, the Chi-square value describes the level of discrepancy between the observed matrix and the matrix generated by the model. According to Haryono (2016), the measure of model fit should not be assessed solely from a single index, as each measure has its own characteristics and limitations. Therefore, Chi-square needs to be interpreted in conjunction with other measures of model fit. Based on the Chi-square value for the saturated model, it is 664.229, while for the estimated model it is 665.261. The estimated model value is slightly higher, with a difference of 1.032. This difference indicates that the estimated model is not significantly different from the saturated model. Thus, the Chi-square result can be used as supporting information that the model still has a considerable level of fit, although the final decision on model fit still requires considering other fit indicators.

Table 4. 2SRMR Test Results

Model Fit Indicators	Saturated Model	Estimated Model	Criteria	Information
SRMR	0.071	0.072	≤ 0.10	Meets model fit criteria

Source: processed data 2026

The Standardized Root Mean Square Residual (SRMR) is used to assess the average standardized difference between the correlations found in the data and the correlations predicted by the model. A low SRMR value indicates a smaller difference between the empirical data and the model. According to Haryono (2016), a model can be considered good if the model's fit measures show an adequate level of fit between the theoretical model and the research data. In several SEM references, an SRMR value below 0.10 indicates a good level of fit (Wiyono, 2020). Based on the SRMR values above, the saturated model is 0.071, while the estimated model is 0.072. Both values are below the 0.10 limit. These results indicate that the research model meets the model fit criteria based on SRMR. Thus, the structure of the relationships between variables in the research model can be said to be quite appropriate to the empirical data obtained from respondents.

Discussion

Officer competence has a positive effect on service quality

The analysis findings prove that Officer Competence (X1) has a positive and significant influence on Service Quality (M). The original sample value of 0.400, t-statistic of $2.761 > 1.65$, and p-value of $0.003 < 0.05$ indicate that H1 is accepted. This means that the better the officer's competence, the better the quality of LPSE services perceived by users. Officer capacity, which includes insight, competence, skills, and work ethic, is the main foundation in providing services that are accurate, precise, responsive, and aligned with user needs. In the context of

LPSE services, competence is very necessary because officers not only provide administrative services, but also must understand provider verification procedures, the SPSE system, and resolve user technical problems. Based on a conceptual perspective, these findings support the thinking of Spencer and Spencer (1993) that competence is a fundamental attribute of a person related to optimal work achievement. Competence also includes the understanding, skills, and actions that individuals must have in carrying out professional responsibilities. This also aligns with the definition of competence in regulations, which emphasizes a person's abilities and characteristics, including knowledge, skills, and behavior, to carry out professional duties. The results of this study also support the research of Utina et al. (2024), which stated that the ability of civil servants significantly influences service quality in the South Kota District, Gorontalo City. Therefore, officer competence is a determining factor in creating service quality, particularly in technology-based public services such as the LPSE.

Officer communication has a positive effect on service quality

The analysis results show that Officer Communication (X2) has a positive and significant influence on Service Quality (M). This condition is seen from the original sample value of 0.490, t-statistic of $3.313 > 1.65$, and p-value of $0.000 < 0.05$. Therefore, H2 is declared accepted. This means that improving officer communication will result in more optimal service quality for LPSE users. Based on theoretical studies, this finding is in line with Lasswell's communication ideas presented in Hardiyansyah (2015), the communication mechanism includes elements of the sender, information content, means, recipient, and impact. In the LPSE service environment, officers act as information transmitters who provide service explanations to users through various means, such as helpdesk, WhatsApp, email, Zoom Meeting, and direct service. Clear, precise, and easy-to-understand communication helps users understand service procedures, verification flows, and resolution of obstacles in the SPSE system. Thus, the communication element in public services plays an important role in ensuring that service information can be received and understood by users effectively. The results of this study also support the principle of public administration, which places communication as a key element in the service delivery process. Hardiyansyah (2015) explained that public service communication is necessary to ensure clear service information is conveyed to the public. In this study, good officer communication has been shown to improve service quality, as users can more easily obtain information, understand procedures, and receive appropriate guidance. This finding is supported by Zakiyah and Wahyono (2020), who demonstrated that interpersonal communication influences service quality and public satisfaction. Therefore, officer communication is a crucial factor in improving the quality of LPSE services, particularly given the technical nature of these services and the need for accurate explanations.

Service quality has a positive effect on user satisfaction

The analysis results show that Service Quality (M) has a positive and significant impact on User Satisfaction (Y). This condition is seen from the original sample value of 0.798, t-statistic of $9.344 > 1.65$, and p-value of $0.000 < 0.05$. Therefore, H3 is declared accepted. The magnitude of the coefficient is the highest value in the research design, so that service quality plays a major determinant in creating LPSE user satisfaction. From a theoretical perspective, the results of this study are in accordance with the SERVQUAL concept developed by Zeithaml et al. in Nurdin (2019), measuring service quality is carried out based on five main aspects, namely tangible, reliability, responsiveness, assurance, and empathy. These five elements explain aspects of service appearance, officer ability, fast response, sense of security, and concern for service recipients. In the context of LPSE, service quality is seen from ease of service access, clarity of procedures, officer accuracy, speed of response, free service fee information, and the officer's friendly attitude in serving users.

These findings support the opinion of Kotler and Armstrong (2008), who explained that customer satisfaction arises through an evaluation of customer expectations and the service outcomes received. When services meet or exceed expectations, users will be satisfied. In this study, service quality was proven to be a dominant factor driving increased user satisfaction because LPSE users evaluated the service process in real terms, including practical service access, transparent information delivery, accurate assistance, and staff responsiveness in meeting user needs. Therefore, improving LPSE service quality will result in greater user satisfaction. The results of this study are reinforced by Tjiptono and Chandra (2016), who stated that service quality is strongly related to satisfaction because optimal service can create a positive impression for users. This research finding aligns with Mahajani et al. (2024), who demonstrated that service quality has a positive impact on public satisfaction. In that study, increasing quality of service from government officials led to increased levels of public satisfaction.

Officer competence has a positive effect on user satisfaction

The analysis results show that Officer Competence (X1) has not had a significant impact on User Satisfaction (Y). This condition is evident from the original sample value of -0.031, t-statistic of $0.485 < 1.65$, and p-value of $0.314 > 0.05$. Therefore, H4 is declared not accepted. This means that officer competence has not been proven to have a direct impact on LPSE user satisfaction. However, this finding does not mean that the role of officers is no longer necessary. Competence remains a basic element in service implementation, but its influence on user satisfaction does not occur directly. Theoretically, this result can be explained through the concept of competence proposed by Spencer and Spencer (1993). Competence is a fundamental attribute of a person related to the successful implementation of work. Competence elements include insight, expertise, skills, and behaviors that support the correct completion of responsibilities. In the implementation of LPSE services, officer competence is needed to be able to master the service mechanism, the SPSE system, the stages of provider inspection, and handling technical obstacles for users. However, the results of this study show that users do not only assess officer competence as an internal ability, but rather assess how this competence is manifested in the quality of service they receive.

These findings can be explained through a service quality approach. Zeithaml et al. in Nurdin (2019) describe service quality as being evaluated through tangible aspects, reliability, responsiveness, assurance, and empathy. Officer competence is primarily related to the assurance dimension, namely the ability, knowledge, and courtesy of officers in fostering user trust. Therefore, officer competence has a greater relationship in creating service quality than building user satisfaction directly. This statement is in accordance with the research results because officer competence has been shown to have a significant influence on service quality, and then service quality has a significant impact on user satisfaction. Thus, officer competence still plays a significant role in LPSE services, but its influence on user satisfaction is indirect through service quality. This observation is supported by the indirect effect output which shows Officer Competence has a constructive and meaningful impact on user satisfaction through service quality, with an original sample figure of 0.319, a t-statistic of $2.598 > 1.65$, and a p-value of $0.005 < 0.05$. These findings align with Elizah and Wahyono's (2019) study, which explains that employee capability can influence customer satisfaction through service quality. This means that staff competence will only increase user satisfaction if it is evident in clear, thorough, solution-oriented service that meets user needs.

Officer communication has a positive effect on user satisfaction

The evaluation results show that Officer Communication (X2) has not had a significant impact on User Satisfaction (Y). This condition is reflected in the original sample of 0.072, t-statistic $0.707 < 1.65$, and p-value $0.240 > 0.05$. Therefore, H5 is not accepted. This means that

officer communication has not been proven to have a direct effect on LPSE user satisfaction. Theoretically, communication remains an important element in service. Lasswell's communication concept in Hardiyansyah (2015) explains that the communication process includes the elements of communicator, message, media, communicant, and effect. In LPSE services, officer communication helps users understand procedures, obtain technical information, and learn steps to resolve service obstacles. However, the findings of this study indicate that independent service interactions have not been able to create direct satisfaction. Users not only need clear information, but also need services that are able to resolve the needs and obstacles they face. Therefore, officer communication needs to be realized in real service quality to increase user satisfaction.

These findings can be explained through the service quality theory of Zeithaml et al. in Nurdin (2019), which outlines that service quality can be assessed based on tangible aspects, reliability, responsiveness, assurance, and empathy. Officer communication is closely related to the dimensions of responsiveness, assurance, and empathy, as it concerns officer responsiveness, clarity of information, and attention to user needs. In this study, Officer Communication was shown to have a significant influence on service quality, while service quality has a significant impact on user satisfaction. This means that officer communication has a stronger influence on satisfaction if it is able to improve the quality of service perceived by users. Thus, officer communication still plays an important role in LPSE services, but its influence on user satisfaction is indirect through service quality. The results of this study are strengthened by the indirect effect output which explains that Officer Communication has a positive and significant influence on user satisfaction through service quality, with an original sample of 0.391, a t-statistic of $3.064 > 1.65$, and a p-value of $0.001 < 0.05$. These results align with Zakiyah and Wahyono (2020), who demonstrated that interpersonal communication can influence customer satisfaction through service quality. Therefore, communication between new officers will increase customer satisfaction if it is reflected in clear, responsive, empathetic service that addresses customer needs.

CONCLUSION

Based on the research results, it can be concluded that officer competence and officer communication have a positive effect on the quality of LPSE services from the Ministry of Villages and Development of Disadvantaged Regions, which in turn has implications for increasing user satisfaction. Service quality is proven to be the main factor that directly influences user satisfaction, while also acting as a full mediating variable in the relationship between officer competence and communication with user satisfaction. This indicates that officer competence and communication do not directly increase satisfaction, but rather through improvements in the quality of service perceived by users. Overall, the research model is able to explain the relationship between variables well, although there are still other factors outside the model that also influence the level of LPSE user satisfaction.

REFERENCE

- Ansyori, & Ikawati. (2022). Analysis of effective communication of health workers in improving satisfaction with health services in Indonesia. *Indonesian Journal of Health Information Management*, 2 (2).
- Apriyanti, Ruhana, & Ahmad. (2023). The influence of employee professionalism and competence in improving the quality of employee service one-stop integrated services, Kembangan District, West Jakarta Administrative City. *Journal of Government Science Widya Praja*, 49 (1).
- Beqiviya, NA, & Purnaweni, H. (2025). The relationship between ASN competence and the quality of family card (KK) issuance services with community satisfaction in Sarang District. *NOVA IDEA*, 2 (1).

- Chandra, T., Dewanti, R., & Tjandra, W. (2020). *Service quality management* . Jakarta: Prenadamedia Group.
- Efendi, R., & Tusyanah, T. (2024). The influence of work motivation and employee competence on the quality of village apparatus services in Ampel District. *Business and Accounting Education Journal*, 5 (3).
- Elizah, E., & Wahyono, W. (2019). The role of service quality in mediating employee competence towards customer satisfaction. *Economic Education Analysis Journal*, 8 (2), 847–865.
- Endang, E., Firman, F., & Fitriany, F. (2023). The influence of competence, motivation, and work discipline on service quality at the Civil Registration and Population Service Office. *Journal of Management Applications & Entrepreneurship*, 5 (2), 84–95.
- Gunadi, G., Suryanto, T., Prabowo, H., & Widodo, A. (2015). Service quality as an intervening variable between employee competence and partner satisfaction. *Journal of Accounting, Economics and Business Management*, 3 (1), 56–65.
- Hair, J.F., Hult, G.T.M., Ringle, C.M., & Sarstedt, M. (2019). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.
- Halim, A., El-Deeb, MS, Farag, HE, & Abd Elrahman, A. (2025). Service quality as a driver of customer satisfaction and purchase intentions: A mixed-methods longitudinal study of the Egyptian Post Office (2013–2023). *Future Business Journal* . <https://doi.org/10.1186/s43093-025-00634-3>
- Hamid, RS, & Anwar, SM (2019). *Variance-based structural equation modeling (SEM): Basic concepts and applications with SmartPLS 3.2.8 in business research* . PT Inkubator Penulis Indonesia.
- Handoko, TH (2012). *Management* . Yogyakarta: BPFE.
- Hardiyansyah. (2015). *Public service communication* . Yogyakarta: Gava Media.
- Hardiyansyah. (2018). *Quality of public services: Concept, dimensions, indicators, and implementation* (Revised edition). Gava Media.
- Haryono, S. (2016). *SEM Method for Management Research with AMOS LISREL PLS* . Bekasi: PT. Intermedia Personnel Utama.
- Hasan, A. (2015). *Marketing communications* . Yogyakarta: CAPS.
- Indrasari, M. (2019). *Marketing and customer satisfaction* . Surabaya: Unitomo Press.
- Kasinem, K. (2020). The influence of trust and service quality on consumer satisfaction. *Jurnal Media Wahana Ekonomika*, 17 (4), 329–339.
- Ministry of Administrative and Bureaucratic Reform. (2017). *Regulation of the Minister of Administrative and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys of Public Service Provider Units* . Ministry of Administrative and Bureaucratic Reform.
- Decree of the Minister of State Apparatus Empowerment Number 63/KEP/M.PAN/7/2003 concerning General Guidelines for the Provision of Public Services. (2003).
- Kotler, P., & Armstrong, G. (2008). *Principles of Marketing* (12th Edition). Erlangga.
- State Administration Institute. (2018). *Regulation of the State Administration Institute of the Republic of Indonesia Number 10 of 2018 concerning the Development of Civil Servant Competencies* . LAN RI.
- Mahajani, MK, Asi, LL, & Mendo, AY (2024). The influence of public service quality on community satisfaction in Pongongaila Village, Pulubala District, Gorontalo Regency. *Scientific Journal of Management and Business*, 7 (1), 54–61.
- Mangkunegara, AAAP (2005). *Corporate human resource management* . PT Remaja Rosdakarya
- Mas, SR, & Haris, I. (2020). *Organizational communication* . Gorontalo: Ideas Publishing.
- Mitrani, A., Dalziel, M., & Fitt, D. (1992). *Competency based human resource management: Value-driven strategies for recruitment, development and reward* . Kogan Page.

- Mote, A., Wonda, F., & Kobak, R. (2021). Human resource competency towards the quality of public services. *Paulus Journal of Research*, 1 (5).
- Nugraha, A., Suryadi, D., Prasetyo, B., & Kurniawan, R. (2022). The effect of information technology, competence, and commitment on service quality and customer satisfaction. *International Journal of Technology*, 13 (4), 827–836.
- Nugraha, R., Army, A., & Rahayu, S. (2025). The influence of service quality and communication on customer satisfaction at Bank BNI Karawang. *Jurnal Minfo Polgan*, 14 (2).
- Nurdin, I. (2019). *Quality of public services*. Surabaya: Media Sahabat Cendekia.
- Nurhayati, S., & Hidayat, W. (2020). The influence of communication, library facilities, and work environment on satisfaction through service quality. *Economic Education Analysis Journal*, 9 (1), 1–17.
- Nwosua, C.C., Adeyemi, O.O., Balogun, A.J., & Okeke, M.N. (2025). The impact of perceived physician communication skills on revisit intention: A moderated mediation model. *Gadjah Mada International Journal of Business*, 27 (2), 221–246.
- Pangesti, R., Oktarina, N., & Rozi, F. (2020). The influence of communication, library facilities, and work environment on user satisfaction through service quality. *Economic Education Analysis Journal*, 9 (1), 1–17.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (4), 41–50.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64 (1), 12–40.
- Republic of Indonesia. (2009). *Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services*.
- Robbins, SP (2007). *Organizational behavior*. Salemba Empat.
- Sedarmayanti. (2009). *Human resources and work productivity*. Mandar Maju.
- Spencer, L. M., Jr., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley & Sons.
- Sugiyono. (2017). *Quantitative, qualitative, and R&D research methods*. Bandung: Alfabeta.
- Tjiptono, F., & Chandra, G. (2016). *Service, quality & satisfaction* (4th ed.). Andy.
- Tsauri, S. (2013). *Human resource management*. Jember: STAIN Jember Press.
- Wahyuti, T., & Wahyutama. (2021). *Public service communication management in local government organizations*. Tulungagung, East Java: CV Ausy Media.
- Wiyono, G. (2020). *Designing business research using SPSS 25 & SmartPLS 3.2.8 analysis tools*. Yogyakarta: UPP STIM YKPN.