



DOI: <https://doi.org/10.38035/gijea.v3i4>
<https://creativecommons.org/licenses/by/4.0/>

The Effect of Discipline and Work Environment on Public Satisfaction Mediated by The Quality of Public Services at The Population and Civil Registration Service of West Tanjung Jabung Regency

Nopri Yanto¹, M. Zahari², Osrita Hapsara³

¹Batanghari University, Jambi, Indonesia, email: nopriyanto215@gmail.com

²Batanghari University, Jambi, Indonesia, email: m.zaharims@gmail.com

³Batanghari University, Jambi, Indonesia, email: osritahapsara@yahoo.co.id

Corresponding Author: m.zaharims@gmail.com¹

Abstract: This study aims to analyze the influence of work discipline and the work environment on public satisfaction, with the quality of public services as a mediating variable at the Population and Civil Registration Office of West Tanjung Jabung Regency. This study used a quantitative approach with a survey method. The population in this study was all 57,405 users of population administration services at the Population and Civil Registration Office of West Tanjung Jabung Regency. The sample size was determined using the Slovin formula with a 10% error rate, resulting in a sample size of 100 respondents. Data collection was carried out through a questionnaire with a Likert scale. The independent variables in this study were work discipline and the work environment, the mediating variable was the quality of public services, and the dependent variable was public satisfaction. Data analysis was performed using path analysis with Partial Least Squares (PLS-SEM) to test the direct and indirect effects between variables. The results showed that work discipline and the work environment had a positive and significant effect on the quality of public services. Furthermore, the quality of public services significantly influenced public satisfaction and was able to mediate the influence of work discipline and the work environment on public satisfaction. These findings confirm that increased public satisfaction can be achieved through improved employee discipline and a supportive work environment, with the quality of public services as a key connecting factor.

Keyword: Work Discipline, Work Environment, Public Service Quality, Public Satisfaction

INTRODUCTION

Public services are one of the primary functions of government in fulfilling the basic needs and rights of the public. The quality of public services provided by government agencies serves as a benchmark for the success of good governance. 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 is often complicated and non-transparent, ultimately eroding the government's legitimacy in the eyes of the public.

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 the public's perception and assessment of the performance of government officials. Public satisfaction is the level of public feeling after comparing expectations with the service performance received. According to Tjiptono (2017), customer or public satisfaction is an emotional response that arises after evaluating a service experience. Therefore, in the context of public services, public satisfaction is a crucial indicator of the success of public sector organizations, particularly government agencies that interact directly with the public, such as the Population and Civil Registration Office.

One internal factor influencing the quality of public services is employee work discipline. Work discipline reflects employees' willingness and awareness to comply with applicable regulations, procedures, and work norms. Mangkunegara (2017) states that work discipline is a management tool to encourage employees to comply with various organizational provisions and standards. Employees with high work discipline tend to demonstrate responsible, punctual, and service-oriented work behavior, thus positively impacting the quality of public services.

In addition to work discipline, the work environment also plays a crucial role in supporting the implementation of public services. Sedarmayanti (2019) explains that the work environment is the totality of tools and materials, surrounding conditions, and work relationships that influence job performance. A comfortable, safe work environment supported by adequate facilities will boost employee morale and performance, enabling optimal public service delivery.

Public service quality is a key variable linking internal organizational factors to public satisfaction. According to Tjiptono (2017), service quality is the level of expected service excellence and the control over that level of excellence to meet user expectations. Good public service quality will foster public satisfaction, trust, and loyalty towards government agencies. Parasuraman et al., in Zahari et al. (2025), explain that service quality is the difference between customer expectations and perceptions of the service received, measured through the dimensions of reliability, responsiveness, assurance, empathy, and tangibles. Therefore, in population administration services, service quality is the primary benchmark for determining whether or not the public is satisfied with the services provided.

Several previous studies have shown a significant relationship between work discipline, the work environment, service quality, and public satisfaction. Research by Mirawati et al. (2024) found that the work environment and discipline of civil servants positively influence the quality of public services and public satisfaction. This finding is further supported by research by Atiki et al. (2025), which found that work discipline has a positive and significant influence on the quality of public services, both directly and through the intervening variable of employee work motivation.

Based on the theoretical description and the results of previous research, it can be identified that work discipline and the work environment are closely related to the quality of public services and public satisfaction. However, research specifically examining the role of public service quality as a mediating variable between work discipline and the work environment on public satisfaction at the Population and Civil Registration Office of West Tanjung Jabung Regency is still limited. Therefore, this study is important to analyze the

influence of work discipline and the work environment on public satisfaction, mediated by the quality of public services at the Population and Civil Registration Office of West Tanjung Jabung Regency.

METHOD

This research was conducted at the Population and Civil Registration Office of West Tanjung Jabung Regency, Jambi Province. The data used in this study were secondary and primary. 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 organizations. The variables used in this study were discipline (X1) and work environment (X2) as independent (exogenous) variables, public service quality (Y) as a mediating variable, and public satisfaction (Z) as a dependent (endogenous) variable.

The population of this study was all residents who had utilized population administration services at the Population and Civil Registration Office of West Tanjung Jabung Regency, totaling 73,266 people. Because the population was relatively large and impossible to reach all of them, the researcher used a purposive sampling method, where respondents were intentionally selected because they met the criteria for having used public services. The sample size was determined based on the Slovin formula (Sugiyono, 2019) with an error rate of 10%, resulting in 100 respondents as the research sample.

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).

RESULT AND DISCUSSION

Descriptive Analysis of Research Variables

Descriptive analysis of the data from this study was used to analyze respondents' responses to each indicator of the studied variables. The results of questionnaires distributed to 100 respondents regarding the research variables are shown in the following table:

Table 1. Results of Descriptive Analysis Per Variable

No	Variables	Item	Total Score	Scale Range	Category
1	Discipline (X1)	8	3432	3360 – 4000	Very High
2	Work environment (X2)	12	5138	5040 – 6000	Very Good
3	Quality of public services (Y)	12	5126	4080 – 5039	Excellent
4	Public satisfaction (Z)	12	5117	5040 – 6000	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 discipline, work environment, quality of public services, and public satisfaction. The total score for each variable: discipline (X1) was 3432, categorized as very high; work environment (X2) was 5138, categorized as very good; and public service quality (Y) was 5126, categorized as very good. The public satisfaction variable (Z) was 5117, categorized as very satisfied.

Measurement Model Test (Outer Model)

a. 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:

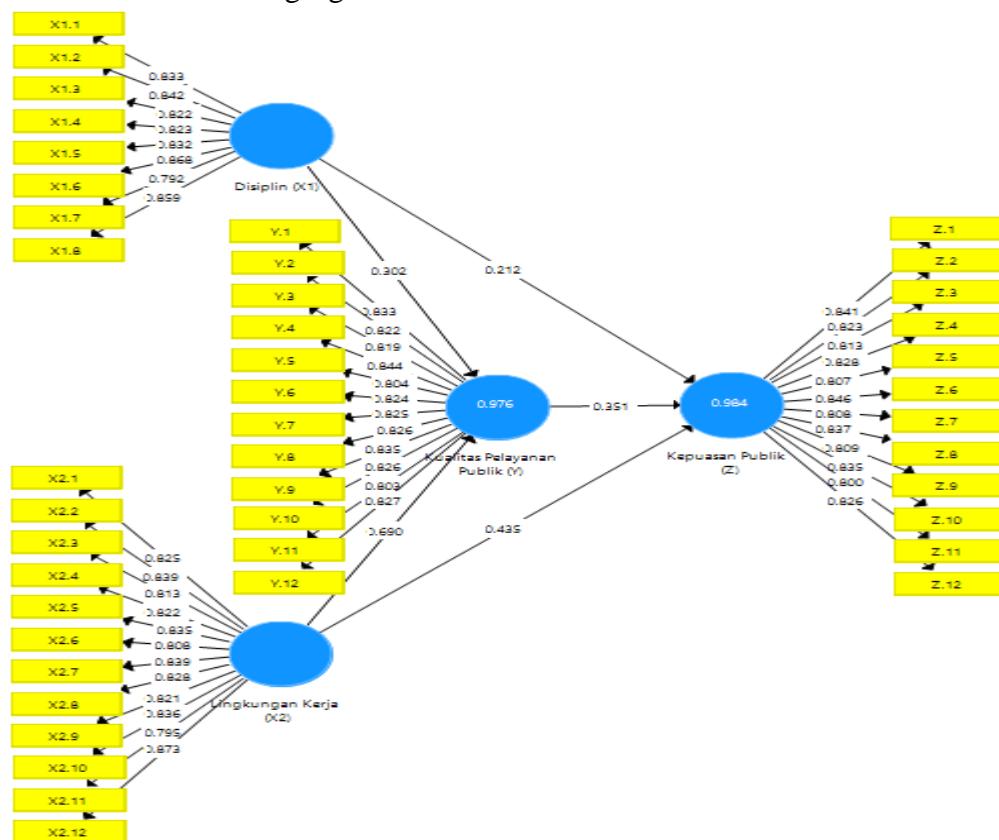


Figure 1. Outer Loading

Based on the outer loading results displayed in Figure 1, it can be seen that all indicators for each research variable—discipline, work environment, 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	Description
Discipline (X1)	0,696	Valid
Work environment (X2)	0,686	Valid
Quality of public services (Y)	0,679	Valid
Public satisfaction (Z)	0,677	Valid

Source: Smart PLS 3.0 Output (2025)

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

b. 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	Discipline (X1)	Discipline (X1)	Work environment (X2)	Quality of public services (Y)
X1.1	0,833	0,808	0,809	0,803
X1.2	0,842	0,829	0,816	0,827
X1.3	0,822	0,795	0,800	0,808
X1.4	0,823	0,820	0,813	0,814
X1.5	0,832	0,827	0,827	0,827
X1.6	0,868	0,860	0,843	0,852
X1.7	0,792	0,791	0,798	0,794
X1.8	0,859	0,822	0,828	0,829
X2.1	0,776	0,825	0,800	0,800
X2.2	0,821	0,839	0,839	0,832
X2.3	0,820	0,813	0,817	0,827
X2.4	0,793	0,822	0,794	0,795
X2.5	0,830	0,835	0,842	0,837
X2.6	0,782	0,808	0,778	0,786
X2.7	0,834	0,839	0,848	0,831
X2.8	0,817	0,828	0,801	0,821
X2.9	0,807	0,821	0,815	0,824
X2.10	0,830	0,836	0,829	0,823
X2.11	0,772	0,795	0,783	0,786
X2.12	0,871	0,873	0,849	0,859
Y.1	0,803	0,800	0,833	0,801
Y.2	0,811	0,830	0,822	0,824
Y.3	0,787	0,780	0,819	0,797
Y.4	0,826	0,852	0,844	0,835
Y.5	0,782	0,800	0,804	0,803
Y.6	0,829	0,824	0,824	0,823
Y.7	0,815	0,815	0,825	0,817
Y.8	0,818	0,828	0,826	0,821
Y.9	0,823	0,828	0,835	0,829

Item	Discipline (X1)	Discipline (X1)	Work environment (X2)	Quality of public services (Y)
Y.10	0,803	0,799	0,826	0,817
Y.11	0,797	0,810	0,803	0,805
Y.12	0,790	0,784	0,827	0,788
Z.1	0,830	0,834	0,805	0,841
Z.2	0,817	0,822	0,833	0,823
Z.3	0,802	0,810	0,809	0,813
Z.4	0,820	0,833	0,815	0,828
Z.5	0,786	0,784	0,788	0,807
Z.6	0,837	0,833	0,844	0,846
Z.7	0,797	0,810	0,801	0,808
Z.8	0,808	0,820	0,836	0,837
Z.9	0,796	0,791	0,790	0,809
Z.10	0,830	0,837	0,832	0,835
Z.11	0,783	0,796	0,795	0,800
Z.12	0,793	0,791	0,797	0,826

Source: Smart PLS 3.0 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 compiling their variables, as all indicators have cross-loading values greater than the cross-loading values of the other variables.

c. Reliability Test

To determine whether each variable is reliable, the composite reliability and Cronbach's Alpha values can be determined. The composite reliability test is conducted to determine the extent to which a measuring instrument can be trusted for use. (Hair et al., 2019) All variables are considered reliable if their loading values are above 0.70. The composite reliability and Cronbach's Alpha values for each variable are shown in the following table:

Table 4. Composite Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach Alpa	Description
Discipline (X1)	0,948	0,937	Reliabel
Work environment (X2)	0,963	0,958	Reliabel
Quality of public services (Y)	0,962	0,957	Reliabel
Public satisfaction (Z)	0,962	0,957	Reliabel

Source: Smart PLS 3.0 Output (2025)

Based on Table 4, the results of the composite reliability and Cronbach's alpha tests indicate that all variables are reliable, as they have composite reliability values greater than 0.70. This means that all variables, namely discipline, work environment, public service quality, and public satisfaction, are reliable and trustworthy, and the research data can be used to produce optimal research.

Structural Model Test (Inner 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 are measured to determine the significance and strength of the relationship and to test the hypothesis.

1) R Square

The coefficient of determination (R^2) is used to measure the model's ability to explain the variance in the dependent variables. Hair et al. (2019) states 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 associated exogenous constructs. This criterion is modified according to the number of exogenous variable constructs. Table 5 shows the results of R-square estimation using SmartPLS 3.0:

Table 5. R-Square Values

Variables	R-Square
Quality of public services (Y)	0,976
Public satisfaction (Z)	0,984

Source: Smart PLS 3.0 Output (2025)

Table 5 shows an R-square value of 97.6 percent for public service quality and 98.4 percent for public satisfaction. These results indicate a strong relationship between discipline and the work environment and public service quality. Similarly, the relationship between discipline and the work environment and public satisfaction is also strong.

2) Q-Square

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

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\ Q^2 &= 1 - (1 - 0,976^2)(1 - 0,984^2) \\ Q^2 &= 1 - (1 - 0,953)(1 - 0,969) \\ Q^2 &= 1 - (0,047)(0,031) \\ Q^2 &= 1 - 0,001 \\ Q^2 &= 0,999 \end{aligned}$$

The Q-square calculation result in this study was 0.999, indicating that the model in this study adequately explains the endogenous variables, as the value of 0.999 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.

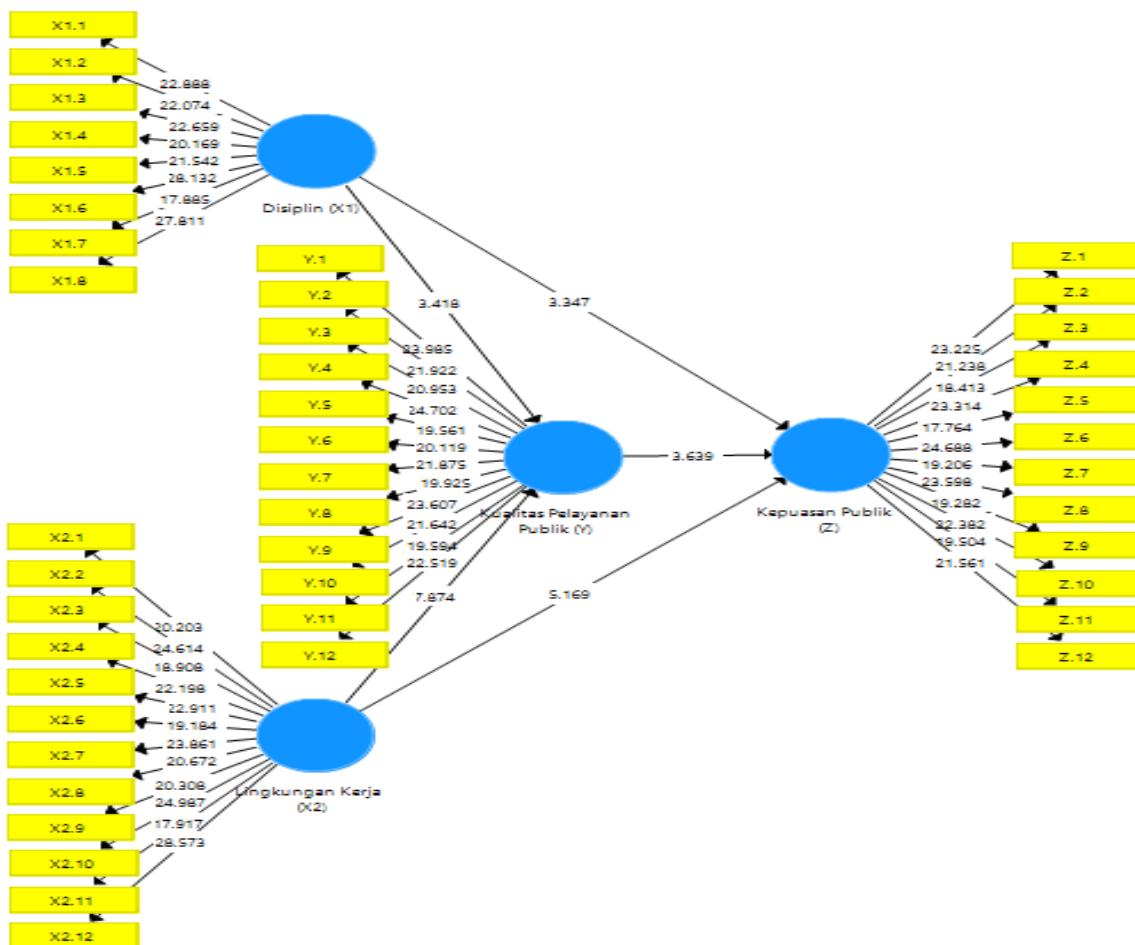


Figure 2. Bootstrapping

Hypothesis Testing

To prove the validity of a proposed hypothesis, a structural model (inner model) test can be performed. Inner model testing is conducted to examine the relationships between constructs in the research model. The basis for hypothesis testing is the value found in the output results for inner weights (Riyanto and Setyorini, 2024).

Hypothesis testing of the influence of exogenous variables on endogenous variables is performed 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-value, the hypothesis is rejected, and if the t-statistic $<$ the calculated t-value, the hypothesis is accepted.

To answer the hypothesis proposed in this study, the results of bootstrapping (path coefficients) for both direct and indirect effects can be seen as follows:

a. Direct Effect

The direct effect is a test to determine the direct relationship between variables.

Table 6. Results for Inner Weights (Path Coefficients)

Relationship of Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Discipline (X1) -> Quality of Public Service (Y)	0,302	0,305	0,088	3,418	0,001
Work Environment (X2) -> Quality of Public Service (Y)	0,690	0,686	0,088	7,874	0,000
Discipline (X1) -> Public Satisfaction (Z)	0,212	0,219	0,063	3,347	0,001
Work Environment (X2) -> Public Satisfaction (Z)	0,435	0,434	0,084	5,169	0,000
Quality of Public Service (Y) -> Public Satisfaction (Z)	0,351	0,344	0,096	3,639	0,000

Source: Smart PLS 3.0 Output (2025)

The test results in the table can be explained as follows:

1. The Effect of Discipline on the Quality of Public Services

The results of the hypothesis test indicate that the Discipline variable has a t-statistic of $3.418 > 1.96$ and a P-value of $0.001 < 0.05$, thus accepting hypothesis H1. These results indicate that discipline has a positive and significant effect on the quality of public services. This means that if discipline improves, the quality of public services will improve.

2. The Effect of the Work Environment on the Quality of Public Services

The results of the hypothesis test indicate that the work environment variable has a t-statistic of $7.874 > 1.96$ and a P-value of $0.000 < 0.05$, thus accepting hypothesis H1. These results indicate that the work environment has a positive and significant effect on the quality of public services. This means that if the work environment improves, it will significantly affect the quality of public services.

3. The Effect of Discipline on Public Satisfaction

The results of the hypothesis test indicate that the discipline variable has a t-statistic of $3.347 > 1.96$ and a P-value of $0.001 < 0.05$, thus accepting hypothesis H1. These results indicate that discipline has a positive and significant effect on public satisfaction. This means that increased discipline will affect public satisfaction.

4. The Effect of the Work Environment on Public Satisfaction

The results of the hypothesis test indicate that the work environment variable has a t-statistic of $5.169 > 1.96$ and a P-value of $0.000 < 0.05$, thus accepting hypothesis H1. These results indicate that the work environment has a positive and significant effect on public satisfaction. This means that the work environment impacts public satisfaction.

5. The Effect of Public Service Quality on Public Satisfaction

The results of the hypothesis test indicate that the public service quality variable has a t-statistic of $3.639 > 1.96$ and a P-value of $0.000 < 0.05$, thus accepting hypothesis H1. These results indicate that the quality of public services has a positive and significant effect on public satisfaction. This means that if the quality of public services improves, public satisfaction will increase.

b. Indirect Effect

The indirect effect is used to test mediating variables. Therefore, the indirect effect of the exogenous variable on the endogenous variable is tested through the mediating variable. The following table presents the results of the indirect effect calculation:

Table 7. Results for Inner Weights (Specific Indirect Effect)

Relationship of Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Discipline (X1) -> Quality of Public Service (Y) -> Public Satisfaction (Z)	0,106	0,105	0,042	2,525	0,012
Work Environment (X2) -> Quality of Public Service (Y) -> Public Satisfaction (Z)	0,242	0,236	0,075	3,245	0,001

Source: Smart PLS 3.0 Output (2025)

The test results in the table can be explained as follows:

1. The Effect of Discipline on Public Satisfaction Mediated by Public Service Quality
The results of the hypothesis test indicate that the influence of discipline on public satisfaction, with public service quality as the mediating variable, has a t-statistic of $2.525 > 1.96$ and a P-value of $0.012 < 0.05$, thus accepting hypothesis H1. These results indicate that discipline has a positive and significant effect on public satisfaction, mediated by public service quality.
2. The Effect of Work Environment on Public Satisfaction Mediated by Public Service Quality
The results of the hypothesis test indicate that the influence of work environment on public satisfaction, with public service quality as the mediating variable, has a t-statistic of $3.245 > 1.96$ and a P-value of $0.001 < 0.05$, thus accepting hypothesis H1. These results indicate that the work environment has a positive and significant effect on public satisfaction, mediated by public service quality.

Discussion

The Effect of Work Discipline on Public Service Quality

The results of this study indicate that work discipline has a positive and significant impact on the quality of public services at the Population and Civil Registration Office of West Tanjung Jabung Regency. This finding indicates that employee compliance with work regulations, punctuality in attendance and service, and responsibility in carrying out tasks directly contribute to improving the quality of service perceived by the public.

Theoretically, this finding aligns with Hasibuan's (2017) opinion, which states that work discipline is a crucial function of human resource management because good discipline reflects employee responsibility in carrying out their work. In public services, work discipline is the main foundation for creating reliable and consistent service. This study also supports previous research conducted by Sari and Putri (2019), which concluded that work discipline has a significant impact on the quality of public services in government agencies.

The Effect of the Work Environment on Public Service Quality

The work environment has been shown to have a positive and significant impact on the quality of public services. A comfortable and safe work environment, supported by adequate facilities and infrastructure, enables employees to perform optimally in providing services to the public. Harmonious working relationships between employees also foster a conducive work environment, enabling more responsive and empathetic service delivery.

This finding aligns with Sedarmayanti's (2019) theory, which states that a positive work environment, both physical and non-physical, can boost employee morale and productivity. In the context of public services, a supportive work environment directly impacts the quality of interactions between employees and the public. This research reinforces the findings of Pratama (2020), which found that the work environment significantly influences the quality of public services in local government agencies.

The Influence of Work Discipline on Public Satisfaction

The results of the study indicate that work discipline has a positive influence on public satisfaction. This finding indicates that the public feels more satisfied when employees serve according to service hours, adhere to procedures, and demonstrate responsibility in completing population administration services.

This finding aligns with the theory of Robbins & Judge (2017), which states that work discipline contributes to consistent and predictable work behavior, thereby increasing user trust. This research is also in line with the research results of Yuliana and Nugroho (2022) who found that work discipline has a positive effect on public satisfaction in public service agencies.

The Influence of the Work Environment on Public Satisfaction

The work environment has a positive effect on public satisfaction, meaning that a clean, well-organized, comfortable service space, and adequate facilities provide a better service experience for the public. The public not only evaluates the service outcome but also the atmosphere and comfort during the service process.

These results align with Kotler and Keller's (2016) finding that customer satisfaction is influenced by the overall service experience, including the physical aspects and atmosphere of the environment. The findings of this study support the findings of Harahap (2021) who concluded that the work environment and service facilities significantly influence public service user satisfaction.

The Influence of Public Service Quality on Public Satisfaction

Public service quality has been shown to have a positive and significant effect on public satisfaction. The better the quality of service provided, as demonstrated by reliability, responsiveness, assurance, empathy, and tangible evidence of service, the higher the level of public satisfaction with Disdukcapil services.

These findings are consistent with Parasuraman's theory in Zahari et al. (2025), which states that customer satisfaction is achieved when perceived service quality meets or exceeds expectations. This study reinforces the findings of previous research conducted by Yuliana and Nugroho (2022), which demonstrated that public service quality is a primary determinant of public satisfaction.

The Role of Public Service Quality as a Mediating Variable in the Effect of Work Discipline on Public Satisfaction

The results show that public service quality acts as a mediating variable in the relationship between work discipline and public satisfaction at the Population and Civil Registration Office of West Tanjung Jabung Regency. This finding indicates that employee

work discipline is not directly perceived by the public as satisfaction but rather first influences the quality of public services provided, which in turn impacts public satisfaction.

Work discipline reflects the level of employee compliance with regulations, standard operating procedures, and responsibility in carrying out service duties. According to Hasibuan (2017), good work discipline will encourage employees to work in an orderly, consistent, and timely manner. In the context of public services, high work discipline is reflected in the punctuality of service hours, speed of administrative completion, and adherence to service procedures. These conditions directly improve the quality dimensions of public services, particularly in terms of reliability and responsiveness. If disciplined employees are able to provide fast, accurate, and consistent service, the public will perceive the service as high-quality and ultimately feel satisfied.

This study's findings align with those of Yuliana and Nugroho (2022), who stated that public service quality mediates the influence of work discipline on public satisfaction in public service agencies. Research by Sari and Putri (2019) also found that work discipline significantly influences service quality, and service quality directly contributes to public satisfaction.

These results reinforce the argument that improving work discipline without a corresponding improvement in service quality will not have an optimal impact on public satisfaction. Consistent implementation of work discipline is expected to create reliable, responsive, and professional public services, thereby significantly increasing public satisfaction with the services of the Population and Civil Registration Office (Disdukcapil) of West Tanjung Jabung Regency.

The Role of Public Service Quality as a Mediating Variable in the Effect of the Work Environment on Public Satisfaction

The results of this study indicate that public service quality acts as a mediating variable in the relationship between the work environment and public satisfaction at the Population and Civil Registration Office (Disdukcapil) of West Tanjung Jabung Regency. This finding indicates that a conducive work environment is not directly felt by the public as satisfaction, but first influences the quality of public services provided by employees, which then has an impact on public satisfaction.

The work environment encompasses the physical and non-physical conditions surrounding employee work activities, such as the comfort of the service space, the completeness of facilities, cleanliness, layout, and working relationships between employees. According to Sedarmayanti (2019), a good work environment will create a sense of security and comfort for employees, thereby encouraging increased work enthusiasm and effectiveness.

The results of this study align with research by Pratama (2020), which found that the work environment significantly influences the quality of public services, and that service quality directly impacts public satisfaction. Research by Harahap (2021) also demonstrated that public service quality mediates the influence of work environment factors on public service user satisfaction.

These findings strengthen the argument that public service quality is the primary pathway explaining how the work environment can influence public satisfaction. Thus, this study confirms that public service quality plays a strategic role as a mediating variable in the relationship between the work environment and public satisfaction. The practical implication of these findings is that efforts to increase public satisfaction cannot simply be achieved by improving the internal work environment but must be integrated with strategies to improve the quality of public services. The provision of adequate service facilities, comfortable service space arrangements, and the creation of harmonious working relationships are

expected to encourage continuous improvement in service quality, thereby optimally achieving public satisfaction with the services provided by the Population and Civil Registration Office of West Tanjung Jabung Regency.

CONCLUSION

Based on the results of the descriptive analysis, it can be concluded that employee work discipline at the Population and Civil Registration Office of West Tanjung Jabung Regency is generally considered good. The work environment at the agency is also quite conducive. The quality of public service perceived by service users is generally considered good. Services are considered reliable, responsive, and supported by friendly staff and clear service procedures. This has an impact on public satisfaction, which is also in the satisfactory category, where the public perceives the service received as meeting their expectations.

The results of the hypothesis testing indicate that work discipline has a positive and significant impact on the quality of public services. The better employee work discipline, the higher the quality of services provided to the public. The work environment has also been shown to have a positive and significant impact on the quality of public services, indicating that a conducive work environment can encourage improvements in service quality.

The research results also demonstrate that work discipline and the work environment have a positive and significant impact on public satisfaction. Furthermore, the quality of public services has a positive and significant impact on public satisfaction. A key finding of this study is that the quality of public services is proven to mediate the influence of work discipline and the work environment on public satisfaction. These results indicate that increasing public satisfaction is not only directly influenced by internal organizational factors but also through the quality of public services as a key connecting mechanism.

Overall, this study confirms that the quality of public services plays a strategic role in increasing public satisfaction. Therefore, efforts to improve public satisfaction at the Population and Civil Registration Office of West Tanjung Jabung Regency need to focus on strengthening employee work discipline and creating a conducive work environment on a sustainable basis to produce quality public services.

REFERENCES

Atiki, A., Zahari, M., & Hapsara, O. (2023). The effect of work discipline and work facilities on motivation and public service quality in local government institutions. *Dinasti International Journal of Management Science*, 4(6), 1089–1102.

Ghozali, I., & Latan, H. (2015). *Partial Least Squares Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0*. Badan Penerbit, Universitas Diponegoro Semarang.

Hair, Joseph F., Jeffrey J. Risher, Marko Sarstedt, Christian M. Ringle. (2019). When to use and how to report the results of PLS-SEM. European Business Review Vol. 31 No. 1, 2019 pp. 2-24. DOI 10.1108/EBR-11-2018-0203.

Harahap, R. A. (2021). Pengaruh lingkungan kerja dan kompetensi pegawai terhadap kepuasan masyarakat melalui kualitas pelayanan publik. *Jurnal Administrasi Publik*, 7(2), 115–128.

Hasibuan, M. S. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th ed.). New Jersey: Pearson Education.

Pratama, A. (2020). Pengaruh lingkungan kerja terhadap kualitas pelayanan publik pada instansi pemerintah daerah. *Jurnal Ilmu Administrasi Negara*, 5(1), 45–56.

Riyanto Slamet dan Winarti Setyorini.(2023). Metode Penelitian Kuantitatif dengan Pendekatan SmartPLS 4.0. Deepublish.

Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior* (17th ed.). Pearson Education.

Sari, D. P., & Putri, E. M. (2019). Pengaruh disiplin kerja terhadap kualitas pelayanan publik dan kepuasan masyarakat. *Jurnal Manajemen Publik*, 4(2), 89–101.

Sedarmayanti. (2019). Manajemen sumber daya manusia: Reformasi birokrasi dan manajemen pegawai negeri sipil. Bandung: Refika Aditama.

Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Tjiptono, F. (2017). *Service Management: Mewujudkan layanan prima*. Yogyakarta: Andi Offset. Undang-Undang Republik Indonesia Nomor 25 Tahun 2009 tentang Pelayanan Publik.

Yuliana, R., & Nugroho, A. (2022). Kualitas pelayanan publik sebagai variabel mediasi pengaruh disiplin kerja terhadap kepuasan masyarakat. *Jurnal Pelayanan Publik*, 6(1), 23–35.

Zahari, M., Hamdiyah, Endang Fatmawati dan Diauddin. (2025). *Manajemen dan Etika Pelayanan Publik*. Penerbit Perkumpulan Rumah Cemerlang Indonesia.