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**THE MEDIATING ROLE OF SERVICE QUALITY ON THE EFFECT OF  
HUMAN RESOURCE QUALITY AND PHYSICAL WORK  
ENVIRONMENT ON COMMUNITY SATISFACTION****Santoso<sup>1</sup>****Sekolah Tinggi Ilmu Ekonomi Malangkuçęwara, Malang, Indonesia**  
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**Abstract**

Public service is an important foundation in government that focuses on meeting the needs of the community appropriately and efficiently. This study aims to examine the impact of human resource quality and physical work environment conditions on the level of public satisfaction, with service quality as an intermediary variable. The approach used in this study is a quantitative survey with SEM-PLS analysis tool in which the research sample is 100 respondents at the Dampit District office, Malang Regency. The findings of this study reveal that the quality of human resources has a significant positive impact on service quality. Likewise, the condition of the physical work environment also contributes positively and significantly to the quality of service. In addition, this study shows that the quality of human resources and the physical work environment directly have a positive effect on the level of community satisfaction. Service quality serves as an important factor that increases community satisfaction while mediating the effect of the quality of human resources and the physical work environment on community satisfaction. From these results, it can be concluded that improving the quality of human resources and improving the physical work environment will have a real impact on improving service quality and community satisfaction. Therefore, improving the quality of human resources and work environment conditions is very important to achieve more effective public services. It is recommended that the government increase HR training and improve work facilities to support better services. In addition, simplifying service procedures and more intensive socialization can increase public satisfaction.

**Keywords:** Quality of Human Resources, Physical Work Environment, Service Quality, Public Satisfaction



## INTRODUCTION

Public service is a fundamental aspect of government that aims to meet the needs of the community effectively and efficiently. In Indonesia, public services cover various sectors such as population administration, health, education, transportation, and other social services (Fikri & Tjenreng, 2025). The quality of public services is the main benchmark of government performance as a public servant, which is closely related to the quality of employees, especially those with high education and dedication (Nella, 2022).

Along with the times, the demands for transparent, accountable, and responsive public services are increasing (Yasa et al., 2021). Bureaucratic reform is a must to realize professional, effective, and efficient services as part of quality public administration management. Optimizing the role of sub-districts in community services in the regions is one of the main strategies in improving service quality (Tumilantouw et al., 2020).

The sub-district as a lower-level government unit plays an important role in administrative and social services that are directly in contact with the community, such as processing population documents, business licenses, and coordinating regional development (Sudrajat, 2021). In addition, sub-districts serve as a liaison between the community and the district/city government to ensure policies can be implemented effectively. The sub-district is also tasked with overseeing and evaluating public services at the village or kelurahan level to be more responsive to community needs (Iftitah et al., 2023). Community satisfaction is the main indicator of the success of service delivery to the community. This satisfaction arises when the services provided match or exceed community expectations (Anshary et al., 2024; Rachman & Ariyani, 2024).



Therefore, public service providers must pay attention to community satisfaction because this determines the success of the government in carrying out its functions (Heriyanto, 2022).

However, in Dampit Sub-district, Malang Regency, there is still community dissatisfaction, especially in population administration services such as e-KTP processing. Problems that arise include a lack of socialization of procedures, unclear service flow, and delays in document completion. In addition, limited facilities and infrastructure, such as narrow waiting rooms and a lack of facilities for people with disabilities and the elderly, also affect community dissatisfaction. The results of pre-survey interviews with local residents revealed that although some aspects of the service are considered adequate, there is still a need for improvement, especially in terms of clarity of requirements and efficiency of procedures.

Community satisfaction is strongly influenced by the quality of human resources (HR) and the physical work environment at the sub-district office (Murtini & Puspaningtyas, 2023). HR development is important so that qualified employees can carry out service programs well (Nella, 2022). The quality of competent, professional, and dedicated human resources is a strategic factor in creating responsive, transparent, and accountable services (Susilawati, 2025). However, challenges such as lack of training, limited facilities, and low work motivation are still often encountered. However, the quality of human resources does not always have a direct effect on public satisfaction. Other factors such as decentralization, government capacity, management systems, organizational culture, and community participation are also important (Kapriaji & Siswidiyanto, 2022).



In addition to human resources, a comfortable and adequate physical work environment is very supportive of smooth administration and public services (Anis, 2022). A work environment that is neatly organized, clean, with sufficient lighting and ventilation will increase employee concentration and efficiency (Putri et al., 2024). Results show that the physical work environment has an impact on public satisfaction (Maryadi & Misrania, 2023), but other results say the effect is not always significant (Septyarini et al., 2023). The integration between the quality of human resources and a good physical work environment needs to be supported by optimal service quality as a mediating variable in achieving maximum community satisfaction (Setyawati, 2023). Service elements such as reliability, responsiveness, and empathy are essential to meet community expectations (Septyarini et al., 2023). Without optimal service quality, improving human resources and the physical environment alone is not enough to ensure community satisfaction.

Based on this, this study aims to investigate the effect of human resource quality and physical work environment on community satisfaction with service quality as a mediation. This research is expected to contribute to the development of HR management and improve the performance of ASN in Malang Regency, especially in the Dampit Sub-District Office, so that public services can be more effective, responsive, and satisfying to the community.

## **LITERATURE REVIEW**

### **Human Resource Management Theory**

The role of Human Resource Management (HRM) includes several important aspects (Hasibuan, 2017: 14). First, determining labor needs, which



include the right amount, quality, and placement based on job descriptions, job criteria, and job assessment results. The process of recruitment, selection, and placement of employees is carried out with the principle of placing “the right person in the right position”. In addition, welfare, career development, promotion, and termination programs are also designed. HRM also plays a role in forecasting the availability and needs of labor in the future, as well as estimating general economic conditions and company development in particular. In this study, the quality of competent and trained human resources greatly affects the quality of services provided, thereby increasing public satisfaction. In addition, a calm and ideal physical work environment also supports employee performance and service quality. Service quality serves as a mediator that strengthens the relationship between the quality of human resources and the physical work environment to community satisfaction. Thus, HRM theory is relevant to understanding how HR management and the work environment support improved services and community satisfaction.

### **Community Satisfaction**

The importance of community satisfaction in public services not only affects the image and trust of agencies, but also encourages active community participation in government programs. Satisfied communities tend to support policies and engage in development, while dissatisfaction can lead to resistance. The study of Zhafirah et al., (2021) emphasizes that improving service quality is an important step towards achieving such satisfaction, so measuring community satisfaction is an important evaluation tool for public agencies in assessing and improving services on an ongoing basis. Human Resources (HR) theory explains that the success of public services is highly dependent on effective HR



management. Competent and motivated human resources can provide responsive services that meet the needs of the community. Therefore, improving the quality of human resources through training and a conducive work environment is very important to support service quality. Regular monitoring and evaluation, as suggested by Murtini & Puspaningtyas (2023), is key in ensuring that services remain relevant and able to increase overall community satisfaction.

### **Quality of Human Resources**

The quality of human resources (HR) refers to the level of individual ability to carry out tasks and obligations optimally and appropriately. The quality of human resources includes aspects of knowledge, skills, and abilities used to produce professional services. Thus, high-quality human resources can contribute significantly to the achievement of organizational goals. Research by Tanjung et al. (2021) shows that the competence of human resources, including teachers in the context of education, can improve the quality of services and results achieved by an organization. The development and management of human resource quality must be a top priority for organizations. Through investment in education and training, as well as a good combination of physical and non-physical skills, HR can be developed to make maximum contributions to achieving organizational goals Agustia, (2024) & Event & Jamilus, (2024). Therefore, a comprehensive approach to people management will make an important contribution to the performance and future success of the organization.

### **Physical Work Environment**



The physical work environment refers to the various physical conditions around the workplace that can affect employees in performing their tasks. Elements that make up this physical work environment include factors such as lighting, air temperature, noise, workspace layout, and equipment used (Vukić et al., 2021). These factors can affect employee comfort, health, and productivity directly or indirectly (Ahmad, 2023). The components of the physical work environment can be divided into two categories. First, some elements are directly related to employees, such as tables, chairs, and work tools. Second, some elements affect general conditions in the workplace, such as temperature, humidity, air circulation, lighting, room color, and noise levels. These conditions are very important because they can significantly affect the level of comfort and health of employees (Gozalo et al., 2020).

### **Service Quality**

Service quality is closely related to the level of customer satisfaction. Quality service is able to encourage consumers to build long-term mutually beneficial relationships with companies (Aulia et al., 2023). In government offices, including the Sub-district Office, service quality functions as a mediating variable, this shows that service quality plays a role in determining how much or how the relationship between the quality of human resources and the physical work environment is to community satisfaction. In this research, even though there are qualified human resources and a good physical work environment, optimal service quality is still needed to achieve maximum community satisfaction (Lufitasari et al., 2023). For example, attention to service elements such as reliability, responsiveness, and empathy is essential to ensure that community expectations can be met (Ridho et al., 2023). If the quality of service



provided is not optimal, then even though human resources and the physical environment have been improved, community satisfaction may not be fully achieved. Therefore, the Dampit Sub-district Office must pay attention to all aspects, including service quality, to ensure that improvement initiatives in various areas actually have a positive impact on the satisfaction of the people served.

### **Hypothesis Development**

The research results from Supriatin & Suhendra, (2021) state that there is a significant positive impact on human resources on service quality. Purwaganda & Kuswandi, (2024) result also state that human resources affect the quality of public services positively and significantly.

#### **H1: Human Resource Quality affects Service Quality**

Research results from Mona & Kurniawan, (2022) and Najib et al., (2022) show that a well-maintained work environment can increase employee satisfaction, which in turn has a positive impact on the responsiveness, speed, and accuracy of the services they provide to the public.

#### **H2: Physical Work Environment affects Service Quality**

Research from Manalor et al. (2022) and Yuliyana & Suparwo (2023) states that good quality human resources have a significant positive impact on community satisfaction.

#### **H3: Human Resource Quality affects Community Satisfaction**

According to research results from Anasi (2020), it states that the physical work environment has a significant impact on satisfaction. These results are also supported by Reviana et al. (2024), who state that the physical work environment has a significant impact on satisfaction.

**H4: Physical Work Environment affects Community Satisfaction**

The research results from Yuliyana & Suparwo, (2023) reveal that service quality has a positive and significant impact on satisfaction. Costa et al., (2024) also suggests that service quality has a significant effect on customer satisfaction.

**H5: Service Quality affects Community Satisfaction**

Research from La Adu et al., (2022) and Maharani et al., (2024) shows that good service management through simplifying procedures, increasing transparency, and easy access to services makes the impact of HR quality on public satisfaction even clearer.

**H6: Service Quality mediates the effect of Human Resource Quality on Public Satisfaction**

Research from Lerio & Bandiola, (2023) and Sari et al., (2024) states that service quality positively mediates the effect of the physical work environment on community satisfaction, where the higher the quality of services provided, the greater the effect of the physical work environment on the level of community satisfaction.

**H7: Service Quality mediates the Physical Work Environment effect on Community Satisfaction****RESEARCH METHOD**

The research utilizes a quantitative design through the use of surveys. The population consists of all research objects, namely hauling operators who are collected as data sources and samples. The population is based on the sampling method (Ghozali & Latan, 2017). This study involved a population and sample of 100 participants who visited the Dampit Sub-District Office, Malang District.



Questionnaires were administered using Google Forms as the data collection tool. Quantitative data is carried out validation test, reliability test, R-square (R2) test, and hypothesis testing, which is processed using SEM with Smart PLS software (Ghozali & Latan, 2017).

## RESULTS AND DISCUSSION

### Research Data Description

**Table 1.**  
**Characteristics of Respondents by Gender, Age, and Last Education**

No	Category	Subcategory	Amount	Percentage
1	Gender	Female	42	42,0%
		Male	58	58,0%
2	Age	<25 Year	6	6,0%
		26 – 35 Years	36	36,0%
		36 – 45 Years	26	26,0%
		>45 Year	32	32,0%
3	Last Education	SMA/SMK	49	49,0%
		Diploma	11	11,0%
		Undergraduate S1	30	30,0%
		Postgraduate S2	9	9,0%
		Doctoral S3	1	1,0%

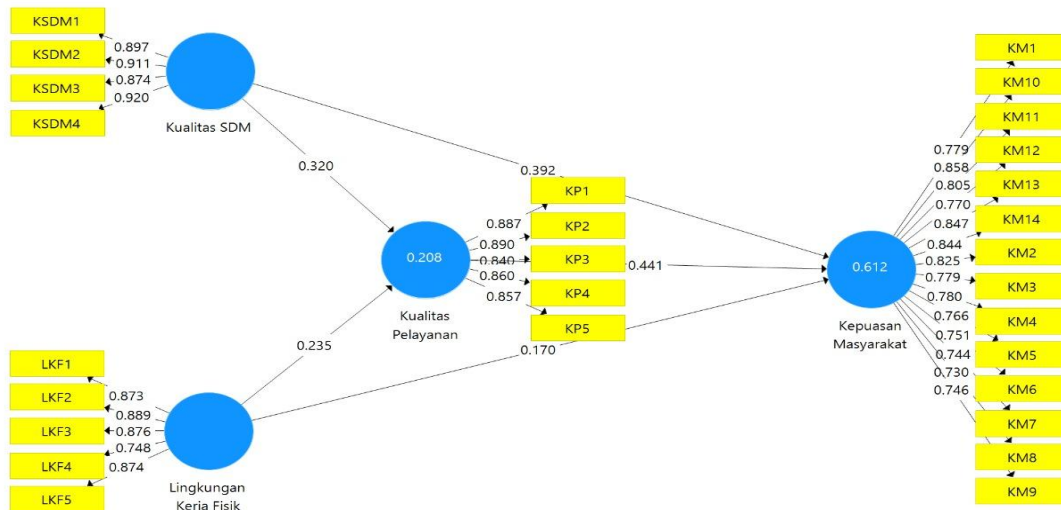
Source: Primary Data Processed (2025)

Male respondents dominated this study with a percentage of 58.0%, while female respondents amounted to 42.0%. In terms of age, the largest group was respondents aged more than 45 years, which amounted to 32.0%, followed by the age range of 26-35 years (36.0%) and 36-45 years (26.0%). Respondents aged less than 25 years showed the smallest proportion, at 6.0%. Most of the respondents had the latest education level equivalent to senior high school (SMA/SMK) at 49.0%, followed by undergraduate (S1) graduates at 30.0%, diploma (11.0%), postgraduate (S2) 9.0%, and doctoral (S3) 1.0%. This data shows that most of the

respondents are men with an age range of middle to advanced adulthood, and the last education is dominated by high school / vocational high school graduates and undergraduate degrees.

**Data Analysis Convergent Validity**

**Figure 1.  
Outer Model**



Source: Primary Data Processed (2025)

**Validity Test**

The evaluation of convergent validity relies on outer loading and AVE values. As stated by Ghozali & Latan, (2017), an indicator is deemed valid if its outer loading value is greater than 0.7 and the AVE value is at least 0.5. The table below shows the outer loading and AVE values for this study.

**Table 2.  
Outer Loading**

	Community Satisfaction	Service Quality	Quality of Human Resources	Physical Environment	Work
KM1	0,779				
KM10	0,858				
KM11	0,805				



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KM12	0,770		
KM13	0,847		
KM14	0,844		
KM2	0,825		
KM3	0,779		
KM4	0,780		
KM5	0,766		
KM6	0,751		
KM7	0,744		
KM8	0,730		
KM9	0,746		
KP1		0,887	
KP2		0,890	
KP3		0,840	
KP4		0,860	
KP5		0,857	
KSDM1			0,897
KSDM2			0,911
KSDM3			0,874
KSDM4			0,920
LKF1			0,873
LKF2			0,889
LKF3			0,876
LKF4			0,748
LKF5			0,874

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Source: Primary Data Processed (2025)

The table illustrates that all research variable dimensions exhibit outer loading values of more than 0.7. This shows that convergent validity has been met and all indicators are feasible.

### Reliability Test

Values for Composite Reliability and Cronbach's Alpha stand at utilized to evaluate the reliability of indicators in measuring latent variables. According to Ghozali & Latan, (2017), Cronbach's Alpha and Composite Reliability should both be at least 0.7. The table below presents their respective values for the current research.

**Table 3.**  
**Composite Reliability and Cronbach's Alpha**

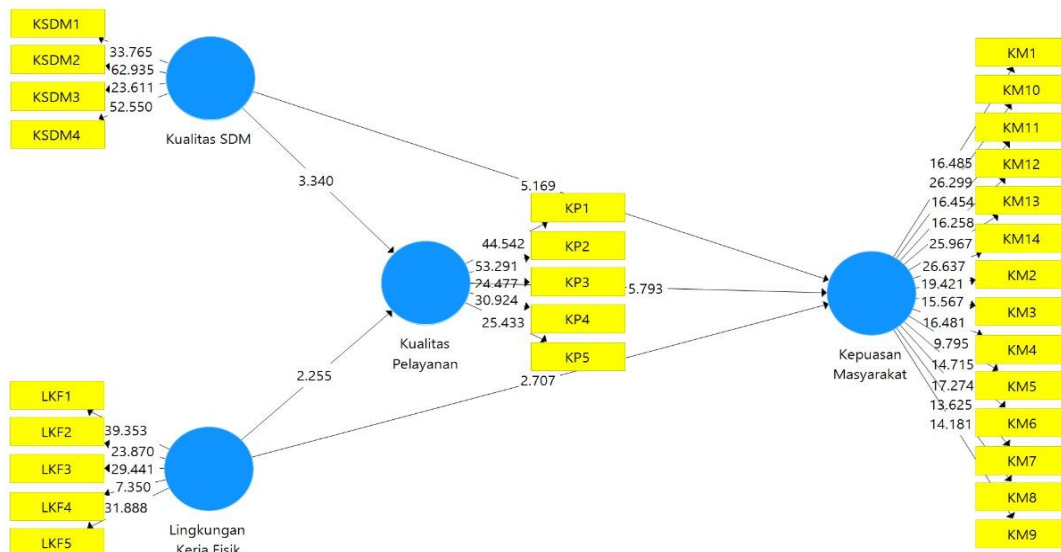
	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
<b>Community Satisfaction</b>	<b>0,958</b>	<b>0,953</b>
<b>Service Quality</b>	<b>0,938</b>	<b>0,917</b>
<b>Quality of Human Resources</b>	<b>0,945</b>	<b>0,923</b>
<b>Physical Work Environment</b>	<b>0,930</b>	<b>0,908</b>

Source: Primary Data Processed (2025)

From the table above, the Composite Reliability and Cronbach's Alpha values exceed 0.7, indicating that all variables are highly reliable.

**Path Coefficient Test**

**Figure 2.**  
**Inner Model**



Source: Primary Data Processed (2025)

**R-Square Test**

**Table 4.**  
**R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Community Satisfaction</b>	<b>0,612</b>	<b>0,600</b>
<b>Service Quality</b>	<b>0,208</b>	<b>0,192</b>

Source: Primary Data Processed (2025)



Based on the data from Table 3, it is shown that the R-square (R2) value on the community satisfaction variable is 0.612, showing that the quality of human resources, physical work environment and service quality in influencing or explaining the community satisfaction variable is 61.2%. The R-squared (R2) value obtained for the service quality variable is 0.208. This value shows the proportion of variation in service quality that can be explained by the quality of human resources and the physical work environment by 20.8%.

**Hypothesis Test.**

**Table 5.**  
**Hypothesis Test**

Hypothesis	Relationship Between Variables	T Statistics ( O/STDEV )	P Values
H1	Quality of Human Resources -> Service Quality	3,340	0,001
H2	Physical Work Environment -> Service Quality	2,255	0,025
H3	Quality of Human Resources -> Community Satisfaction	5,169	0,000
H4	Physical Work Environment -> Community Satisfaction	2,707	0,007
H5	Service Quality -> Community Satisfaction	5,793	0,000
H6	Quality of Human Resources -> Service Quality -> Community Satisfaction	3,015	0,003
H7	Physical Work Environment -> Service Quality -> Community Satisfaction	2,060	0,040

Source: Primary Data Processed (2025)

The hypothesis testing results show that all examined relationships have a significant positive effect. Quality of Human Resources has a significant positive influence on Service Quality (p-value = 0.001, t-statistic = 3.340) and Community Satisfaction (p-value = 0.000, t-statistic = 5.169). Similarly, the Physical Work Environment positively affects Service Quality (p-value = 0.025, t-statistic = 2.255) and Community Satisfaction (p-value = 0.007, t-statistic = 2.707). Furthermore,



Service Quality significantly enhances Community Satisfaction ( $p$ -value = 0.000,  $t$ -statistic = 5.793). Mediation effects are also supported: Service Quality mediates the influence of Quality of Human Resources on Community Satisfaction ( $p$ -value = 0.003,  $t$ -statistic = 3.015), as well as the effect of Physical Work Environment on Community Satisfaction ( $p$ -value = 0.040,  $t$ -statistic = 2.060). These results suggest that improvements in human resource quality and physical work environment enhance service quality, which in turn increases community satisfaction.

### **Effect of Human Resource Quality on Service Quality**

The quality of human resources (HR) has a significant effect on service quality, indicated by a statistical  $T$  value of 3.340 and a  $P$ -value of 0.001. This shows that improving the quality of human resources will improve the quality of services provided to the community. This finding is in line with service management theory which emphasizes that employee competence, skills, and professionalism are the main factors in determining the quality of public services. In addition, the results of Supriatin's research (2021) also confirm the positive and significant effect of human resources on service quality. Purwaganda & Kuswandi, (2024) results also state that human resources have a positive and significant effect on the quality of public services. Empirically, research shows a positive correlation between the quality of human resources and service quality. Research from Sukawati et al. shows that organizational culture and service innovation greatly affect the effectiveness of public services, which in turn is influenced by adequate human resource capacity (Sukawati et al., 2024). In addition, findings from Saputri et al., (2024) state that HR training and skill development efforts have a significant effect on improving performance and service satisfaction. The development of good work motivation has also proven



to be a crucial factor in improving HR performance and the quality of public services (Wahyudi & Basra, 2022; Zulkieflimansyah et al., 2023).

### **Effect of Physical Work Environment on Community Satisfaction**

The physical work environment also has a significant effect on service quality with a statistical T-value of 2.255 and a P-value of 0.025. These results indicate that a comfortable work environment, adequate facilities, and good lighting at the Dampit District Office contribute to increasing the effectiveness of employees in serving the community. The results show that factors in the work environment such as spatial layout, lighting, ventilation, noise, and interior comfort have contributed to improving employee effectiveness in serving the community. From the questionnaire results, several indicators of the physical work environment reflect this relationship. A well-organized layout facilitates public access to services, thereby reducing waiting time and increasing comfort during the administrative process. In addition, adequate lighting in the office also plays a role in supporting employees' work effectiveness, allowing them to work more accurately and efficiently without visual distractions that could potentially slow down services. Comfortable wall colors and office interiors also give a positive impression to the public who come for administration, creating a better experience during public services. This result is supported by research from Mona & Kurniawan, (2022) and Najib et al., (2022) showing that a well-maintained work environment can increase employee satisfaction, which in turn has a positive impact on the responsiveness, speed, and accuracy of the services they provide to the public.

### **Effect of Human Resource Quality on Community Satisfaction**

The quality of human resources has a strong relationship with

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community satisfaction, as evidenced by a statistical T-value of 5,169 and a P-value of 0.000. This indicates that high quality human resources directly contribute to increased community satisfaction. Quality human resources are an important factor in increasing the level of public satisfaction with public services. A well-competent workforce is able to provide more effective and efficient services, thus having a positive impact on public satisfaction. This finding is in line with the results of research by Manalor et al., (2022) and Yuliyana & Suparwo, (2023) which state that the quality of human resources has a positive and significant effect on community satisfaction. This statement is supported by the results of research from Manalor et al., (2022) and Yuliyana & Suparwo, (2023) stating that the quality of good human resources has a positive and significant effect on community satisfaction. According to the results above, the quality of Human Resources (HR) has a crucial role in determining the level of public satisfaction with public services. Quality human resources include competence, skills, and good work ethics, which contribute to improving the efficiency and effectiveness of services.

### **Effect of Physical Work Environment on Community Satisfaction**

The physical work environment has a significant effect on community satisfaction with a statistical T-value of 2.707 and a P-value of 0.007. This means that the comfort of the work environment of employees at the Dampit sub-district office contributes to creating a more positive service experience for the community. Based on questionnaire data taken from descriptive analysis on physical work environment variables, some of the main indicators that support these findings include a well-organized layout, sufficient lighting, interior colors that give a comfortable impression, and adequate ventilation. A good physical



work environment contributes significantly to employee job satisfaction as well as the quality of services provided to the community. (Wahyuni et al., 2023) shows that adequate facilities, clean and comfortable work space, and equipment that functions properly can increase the ability of employees to provide optimal service. Research by Wedananta et al., (2024) confirms that the quality of public services is influenced by how government officials understand the needs of the community in a supportive work environment. According to research from Anasi, (2020) states that the physical work environment has a significant effect on satisfaction. The same statement was also made by Reviana et al., (2024) which states that the physical work environment has a good impact on satisfaction.

### **Effect of Service Quality on Community Satisfaction**

The research findings reveal that service quality has a significant effect on community satisfaction at the Dampit District Office, as evidenced by a statistical T-value of 5.793 and a P-value of 0.000. This shows that improving service quality will directly increase the level of community satisfaction. Good service quality can be seen from aspects of service timeliness, employee responsiveness to questions and complaints, and attention to community needs. Service quality is the main factor that greatly affects the level of public satisfaction in receiving public services (Prihartini et al., 2020). According to customer satisfaction theory, especially the SERVQUAL model, good service quality is characterized by five main dimensions: reliability, responsiveness, assurance, empathy, and good physical evidence (Susiloadi & Nirmala, 2022). These dimensions not only reflect what the public expects in the service process, but also influence their perception of the professionalism of the state civil apparatus in providing fair, transparent, and efficient services. A study by



Murtini & Puspaningtyas, (2023) showed that services that meet community expectations significantly contribute to increased service user satisfaction. In the context of public services at the sub-district office, community satisfaction is achieved when the services received match their expectations, which include aspects of speed, friendliness, and effectiveness in handling their needs (Pradipta et al., 2024; Ratmelia et al., 2024). This statement is supported by the results of research from (Yuliyana & Suparwo, 2023) which reveal that service quality contributes positively and significantly to satisfaction. Costa et al., (2024) also states that service quality has a significant impact on customer satisfaction.

### **The Mediating Effect of Patient Satisfaction on Human Resource Quality on Community Satisfaction**

The research findings indicate that service quality acts as a mediator in the relationship between human resource quality (HRQ) and community satisfaction, with a T-statistic value of 3.015 and a P-value of 0.003. This means that although human resource quality has a direct effect on community satisfaction, the effect is stronger when service quality also increases. As a mediating variable, service quality strengthens the relationship between HR quality and community satisfaction by ensuring that the competence of the apparatus actually translates into optimal service. If qualified human resources are not supported by a good service system, then community satisfaction remains difficult to achieve. Research shows that good service management through simplifying procedures, increasing transparency, and easy access to services makes the impact of HR quality on community satisfaction more obvious (La Adu et al., 2022; Maharani et al., 2024). This result is in accordance with Adu et al., (2022) and Maharani et al., (2024) mentioning that good service management through simplifying



procedures, increasing transparency, and easy access to services makes the impact of HR quality on public satisfaction more obvious.

### **Mediating Effect of Public Satisfaction on Physical Work Environment on Public Satisfaction**

A conducive physical work environment plays an important role in increasing public satisfaction through the quality of services provided. The results showed that the physical work environment had a significant effect on service quality, with a statistical T-value of 2.060 and a P-value of 0.040. Service quality is a mediating factor that bridges the influence of the physical work environment on community satisfaction (Zhong & Moon, 2020). The better the quality of the physical work environment owned by an agency, the higher the likelihood that the services provided will be of high quality. This contributes to increasing public satisfaction with public services (Amisah-Essel et al., 2020; Doda & Worku, 2023). Slack et al., (2021) showed that when employees work in a supportive environment, they deliver more responsive and high-quality services, which in turn has a positive impact on public perceptions. As a mediator, service quality strengthens the relationship between the physical work environment and public satisfaction by ensuring that improvements in the work environment translate into improved service performance (Liu et al., 2023). Although a good physical work environment can directly increase community satisfaction, this effect will be optimized if the quality of services provided also increases. This statement is supported by the results of research from Lerio & Bandiola,(2023) and Sari et al., (2024) stating that service quality positively mediates the effect of the physical work environment on community satisfaction, where the better the quality of



services provided, the stronger the impact of the physical work environment on the level of community satisfaction.

## CONCLUSION

The results concluded that the quality of Human Resources (HR) and the physical work environment have a positive and significant influence on service quality at the Dampit District Office. Employees' work experience and comfortable physical office conditions, such as lighting and interior design, contribute to more effective and efficient services. Both factors also directly increase community satisfaction, where service quality acts as a mediator that strengthens the relationship between human resources and the physical work environment with community satisfaction. Professional, fair and consistent service makes people feel satisfied. Therefore, the implications of this research focus on developing employee competence and improving the physical work environment must be a priority in efforts to improve the quality of public services. Improving physical facilities and training service officers to have high skills and responsibilities is needed. In addition, managing a regular service schedule and treating the public without discrimination are also important to ensure a satisfactory service experience. This comprehensive approach is expected to encourage the creation of quality public services and increase public satisfaction in a sustainable manner.

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