PROCEEDING OF RESEARCH AND CIVIL SOCIETY DESEMINATION
ISSN 3024-8426, Volume 3, No 1, Pages 150-161
DOI: https://10.37476/presed.v3i1.100

THE INFLUENCE OF SERVICE ACCESSIBILITY, SERVICE INNOVATION, AND SERVICE QUALITY ON PUBLIC SATISFACTION AT THE TAMALATE DISTRICT OFFICE, MAKASSAR CITY

Mohammad Renal[1,*]; Reynilda[2] and Indrawan Azis[2]
[1,2,3] Postgraduate Program in Public Finance, ITB Nobel Indonesia Makassar
*Correspondence: mreyrasa@gmail.com

Abstract: This study aims to analyze the effect of service accessibility, service innovation, and service quality on public satisfaction at the Tamalate District Office in Makassar City. Public organizations play a vital role in providing effective governance and services to citizens. However, challenges such as delays, limited innovation, and inconsistent quality often affect service performance. The study employs an explanatory quantitative approach with a sample of 100 respondents selected using purposive sampling. Data were collected using a structured questionnaire and analyzed through multiple linear regression. The results show that service accessibility, service innovation, and service quality each have a positive and significant influence on public satisfaction, with service quality being the most dominant factor. The findings highlight the importance of enhancing service quality, adopting digital innovation, and improving accessibility to strengthen public trust and satisfaction.

Keywords: Service Accessibility, Service Innovation, Service Quality, Public Satisfaction.

A. Introduction

Meanwhile, service innovation has emerged as a crucial element in enhancing the quality and responsiveness of public administration. Innovation in public services can take various forms, such as the introduction of new technologies, simplification of bureaucratic processes, or the creation of citizen-centered service models. According to Osborne and Brown (2011), innovation in the public sector is not only about adopting technology but also about transforming administrative culture and attitudes toward service delivery. In Indonesia, service innovation has become a strategic priority as reflected in government programs such as the *Pelayanan Publik Prima* initiative, which encourages district and sub-district offices to develop new service methods that are effective, efficient, and citizen-oriented.

Another important dimension is service quality, which refers to the extent to which the provided services meet or exceed public expectations. The concept of service quality

has been extensively studied in both private and public sectors, and frameworks such as SERVQUAL (Parasuraman et al., 1988) provide five dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. In the context of government services, quality is not only measured by accuracy and reliability but also by fairness, transparency, and the ability to handle public complaints effectively. High service quality ensures that citizens feel respected, valued, and confident in the competence of public institutions. This, in turn, fosters greater trust and satisfaction with local governance.

Public satisfaction represents one of the key indicators of government performance. As noted by Kotler and Keller (2016), satisfaction is a psychological state resulting from the comparison between citizens' expectations and their actual experience with service delivery. When expectations are met or exceeded, satisfaction increases; conversely, when experiences fall short, dissatisfaction occurs. In the context of local government, satisfaction is not only an individual emotional response but also a reflection of institutional credibility and legitimacy. Hence, achieving public satisfaction requires more than compliance with administrative rules—it demands continuous improvement, innovation, and proactive engagement with the community.

In many local government institutions, including those in Makassar, improving public satisfaction faces several challenges. These include limited resources, bureaucratic rigidity, inadequate technology, and varying levels of employee competence. Therefore, the government must prioritize strategies that simultaneously enhance accessibility, promote innovation, and ensure consistent service quality. Service accessibility ensures that all citizens, regardless of their socioeconomic status, can access services without discrimination. Service innovation enables government offices to respond flexibly to changes in community needs. Service quality guarantees that the outcomes of service delivery meet expected standards. These three dimensions, when implemented cohesively, are expected to significantly influence public satisfaction.

The Tamalate District Office serves as a strategic unit within the Makassar City Government, responsible for various administrative services including civil registration, social assistance, and business licensing. As a public service entity that directly interacts with citizens, its performance represents the face of local governance. In recent years, the Tamalate Office has attempted several service innovations, including the introduction of digital service queues, online complaint handling systems, and transparency initiatives in document processing. However, despite these improvements, public feedback indicates that satisfaction levels vary, and there remains a perception of slow service and limited communication between officials and citizens.

Given these challenges, this study is conducted to examine empirically how service accessibility, service innovation, and service quality influence public satisfaction with government services. This research not only explores the direct relationships between these variables but also seeks to identify which factor has the strongest effect on satisfaction. By focusing on the Tamalate District Office, the study aims to provide insights into how public institutions can improve their operational efficiency and service delivery in urban administrative contexts.

The significance of this research lies in its contribution to both theory and practice. Theoretically, it enriches the discussion on public service quality by integrating concepts from management science and

public administration into a local governance setting. Practically, it provides evidence-based recommendations for policymakers and administrators to improve service delivery. The findings are expected to help government offices design strategies that enhance accessibility, foster innovation, and improve quality, ultimately leading to higher public satisfaction and trust in government institutions.

In conclusion, this study argues that improving public satisfaction is not the result of isolated interventions but of an integrated system of accessibility, innovation, and service quality management. By examining these relationships empirically at the Tamalate District Office in Makassar, the research provides a framework for understanding how public service performance can be optimized in a decentralized governance environment. The results are expected to contribute to the ongoing efforts of public sector reform in Indonesia, emphasizing the importance of citizen-centered service delivery as the foundation of good governance.

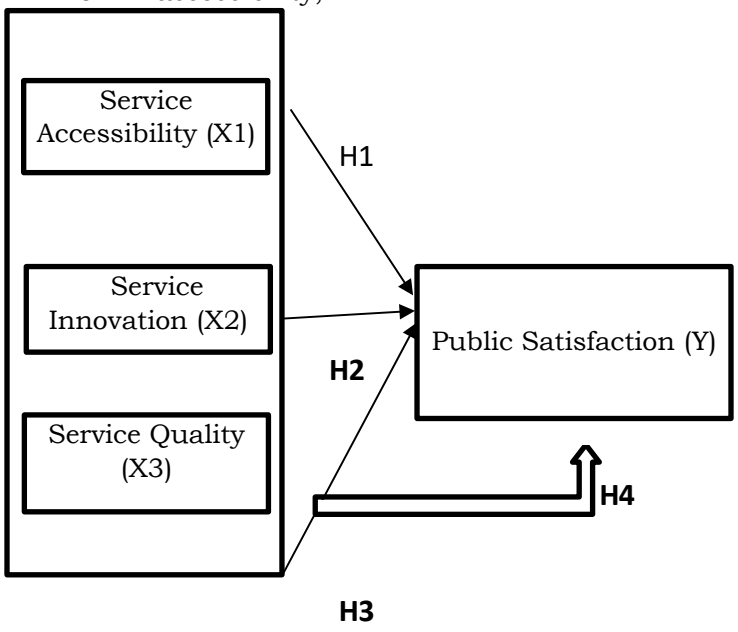

Figure 1. Conceptual framework

The conceptual framework of this study illustrates the relationship between three independent variables—service accessibility, service innovation, and service quality—and the dependent variable, public satisfaction. The framework is grounded in New Public Management (NPM) principles, which emphasize efficiency, accountability, and citizen-centered service delivery.

1. Service Accessibility → Public Satisfaction
   When citizens can easily access information, reach service locations, understand procedures, and experience shorter waiting times, they tend to perceive public service performance more positively. High accessibility reduces psychological and administrative barriers, making citizens feel valued and accommodated.
2. Service Innovation → Public Satisfaction
   Innovation introduces new processes or technologies that can enhance service speed and convenience. However, innovation must be well executed and socially understood; otherwise, it may confuse users instead of improving the service. Thus, innovation can positively

affect satisfaction, but its influence depends on implementation quality.

3. Service Quality → Public Satisfaction This relationship is widely supported by prior research. Reliable, responsive, empathetic, and tangible service delivery contributes directly to satisfaction. When staff provide clear communication, timely responses, and professional treatment, citizens perceive the service as high quality.
4. Combined Influence (X1, X2, X3) → Public Satisfaction Accessibility, innovation, and quality collectively shape the overall service experience. Effective public service institutions require integrated performance across these three domains, not isolated improvements.

B. Materials and Methods

This research employs a quantitative explanatory approach. The study was conducted at the Tamalate District Office, Makassar City. The population consisted of individuals who accessed administrative services within the last six months. A total of 100 respondents were selected through purposive sampling. Data were collected using a Likert-scale questionnaire, and data processing included validity tests, reliability tests, multiple linear regression analysis, partial tests (t-test), simultaneous tests (F-test), and the coefficient of determination (R^2). All statistical analyses were conducted using SPSS version 26. Ethical considerations, including confidentiality and voluntary participation, were strictly observed.

C. Results and Discussion

Results

Validity Test

Table 1. Results of the Validity Test of the Accessibility Variable (X1)

No	Indicator	Pearson Correlation	r-table	Significant	Information
1	X1.1.1	0.699	0.164	0,000	Valid
2	X1.1.2	0.765		0,000	Valid
3	X1.1.3	0.813		0,000	Valid
4	X1.2.1	0.826		0,000	Valid
5	X1.2.2	0.846		0,000	Valid
6	X1.2.3	0.787		0,000	Valid
7	X1.3.1	0.715		0,000	Valid
8	X1.3.2	0.745		0,000	Valid
9	X1.3.3	0.618		0,000	Valid

Source: Author's data processing results (2025)

Based on Table 1, all items measuring variable X1 (X1.1.1 to X1.3.3) show a positive Pearson Correlation value and a Sig. (1-tailed) value of 0.000. Since all Sig. (0.000) values are less than 0.05, and all correlation coefficients are far above the r-critical value (0.164), it can be concluded that all items for variable X1 are valid. This indicates that these items consistently measure the intended construct X1. Table 5.7 shows the results of the validity test of Service Innovation (X2) as follows:

Table 2. Results of the Service Innovation Validity Test (X2)

No	Indicator	Pearson Correlation	r-table	Significant	Information
1	X2.1.1	0.574	0.164	0,000	Valid
2	X2.1.2	0.506		0,000	Valid

No	Indicator	Pearson Correlation	r-table	Significant	Information
3	X2.1.3	0.663		0,000	Valid
4	X2.2.1	0.748		0,000	Valid
5	X2.2.2	0.663		0,000	Valid
6	X2.2.3	0.712		0,000	Valid
7	X2.3.1	0.716		0,000	Valid
8	X2.3.2	0.708		0,000	Valid
9	X2.3.3	0.629		0,000	Valid
10	X2.4.1	0.575		0,000	Valid
11	X2.4.2	0.539		0,000	Valid
12	X2.4.3	0.337		0,000	Valid

Source: Author's data processing results (2025)

Based on Table 2, all items measuring variable X2 (X2.1.1 to X2.4.3) show a positive Pearson Correlation value and a Sig. (1-tailed) value of 0.000. Since all Sig. (0.000) values are less than 0.05, and all correlation coefficients are far above the r-critical value (0.164), it can be concluded that all items for variable X2 are valid. This indicates that these items consistently measure the intended construct X2. Table 5.8 shows the results of the validity test of Service Quality (X3) as follows:

Table 3. Results of Service Quality Validity Test (X3)

No	Indicator	Pearson Correlation	r-table	Significant	Information
1	X3.1.1	0.631	0.164	0,000	Valid
2	X3.1.2	0.767		0,000	Valid
3	X3.1.3	0.743		0,000	Valid
4	X3.2.1	0.770		0,000	Valid
5	X3.2.2	0.782		0,000	Valid
6	X2.2.3	0.726		0,000	Valid
7	X3.3.1	0.769		0,000	Valid
8	X3.3.2	0.629		0,000	Valid
9	X3.3.3	0.504		0,000	Valid
10	X3.4.1	0.441		0,000	Valid
11	X3.4.2	0.237		0,000	Valid
12	X3.4.3	0.281		0,000	Valid

Source: Author's data processing results (2025)

Based on Table 3, all items measuring variable X3 (X3.1.1 to X3.4.3) show a positive Pearson Correlation value and a Sig. (1-tailed) value of 0.000. Since all Sig. (0.000) values are less than 0.05, and all correlation coefficients are far above the critical r-value (0.164), it can be concluded that all items for variable X3 are valid. This indicates that these items consistently measure the intended construct X3.

Table 4 shows the results of the validity test of Community Satisfaction (Y), namely as follows:

Table 4. Results of the Public Satisfaction Validity Test

No	Indicator	Pearson Correlation	r-table	Significant	Information
1	Y.1.1	0.693	0.164	0,000	Valid
2	Y.1.2	0.729		0,000	Valid
3	Y.1.3	0.587		0,000	Valid
4	Y.2.1	0.722		0,000	Valid
5	Y.2.2	0.656		0,000	Valid

No	Indicator	Pearson Correlation	r-table	Significant	Information
6	Y.2.3	0.693		0,000	Valid
7	Y.3.1	0.729		0,000	Valid
8	Y.3.2	0.587		0,000	Valid
9	Y.3.3	0.722		0,000	Valid
10	Y.4.1	0.710		0,000	Valid
11	Y.4.2	0.663		0,000	Valid
12	Y.4.3	0.739		0,000	Valid

Source: Author's data processing results (2025)

Based on Table 4, all items measuring variable Y1 (Y1.1 to Y4.3) show a positive Pearson Correlation value and a Sig. (1-tailed) value of 0.000. Since all Sig. (0.000) values are less than 0.05, and all correlation coefficients are far above the critical r-value (0.164), it can be concluded that all items for variable Y are valid. This indicates that these items consistently measure the intended construct Y.

Reliability Test

Table 5. Validity Test

Indicator Statement	Cronbach's Alpha	Reliability	Indicator Statement	Cronbach's Alpha	Reliability
X1.1.1	0.902	Reliable	X3.1.1	0.838	Reliable
X1.1.2	0.896	Reliable	X3.1.2	0.826	Reliable
X1.1.3	0.892	Reliable	X3.1.3	0.828	Reliable
X1.2.1	0.891	Reliable	X3.2.1	0.826	Reliable
X1.2.2	0.889	Reliable	X3.2.2	0.824	Reliable
X1.2.3	0.894	Reliable	X2.2.3	0.830	Reliable
X1.3.1	0.900	Reliable	X3.3.1	0.826	Reliable
X1.3.2	0.898	Reliable	X3.3.2	0.838	Reliable
X1.3.3	0.909	Reliable	X3.3.3	0.847	Reliable
X2.1.1	0.850	Reliable	X3.4.1	0.852	Reliable
X2.1.2	0.848	Reliable	X3.4.2	0.865	Reliable
X2.1.3	0.843	Reliable	X3.4.3	0.861	Reliable
X2.2.1	0.836	Reliable	Y.1.1	0.888	Reliable
X2.2.2	0.843	Reliable	Y.1.2	0.886	Reliable
X2.2.3	0.839	Reliable	Y.1.3	0.895	Reliable
X2.3.1	0.838	Reliable	Y.2.1	0.887	Reliable
X2.3.2	0.839	Reliable	Y.2.2	0.891	Reliable
X2.3.3	0.846	Reliable	Y.2.3	0.888	Reliable
X2.4.1	0.850	Reliable	Y.3.1	0.886	Reliable
X2.4.2	0.853	Reliable	Y.3.2	0.895	Reliable
X2.4.3	0.866	Reliable	Y.3.3	0.887	Reliable
			Y.4.1	0.887	Reliable
			Y.4.2	0.890	Reliable
			Y.4.3	0.886	Reliable

Source: Author's data processing results (2025)

Table 5 shows the consistency of the instrument when used repeatedly under similar conditions. This is because the Cronbach's Alpha value is > 0.7.

Multiple Linear Regression Analysis Test

Table 6. Results of Multiple Linear Regression Analysis Test

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	7,838	,848		9,242	,000
	X1	,479	,048	,482	9,944	,000
	X2	,281	,044	,282	6,386	,000
	X3	,248	,043	,242	5,722	,000

a. Dependent Variable: Y

Based on Table 6, the regression equation can be formed as follows:

Y= a+b1X1+b2X2+e

Y = 7.838+ 0.479 X1+0.281 X2+0.248X3

Interpretation of Multiple Regression Equation:

1. Intercept (constant) = 7.838. If all independent variables (X_1, X_2, X_3) are zero, then the value of public satisfaction is 7.838 units.
2. Coefficient X1(Accessibility) = 0.479. Every 1 unit increase in X1 will increase Y by 0.479 units, assuming the other variables (X2 and X3) are constant.
3. Coefficient X2 (Service Innovation) = 0.281 Every 1 unit increase in X2 will increase Y by 0.281 units, assuming the other variables (X1 and X3) are constant.
4. Coefficient X3 (Service Quality) = 0.248 Every 1 unit increase in X3 will increase Y by 0.248 units, assuming the other variables (X1 and X2) are constant.

t-Test (Partial)

Interpretation of Table 6 where the t-test or partial test is used to test how each independent variable influences the dependent variable

1. X1 (Accessibility): t count = 9.994 and p-value = 0.000 < 0.05, so X1 has a significant effect on Y partially.
2. X2 (Service Innovation): t count = 6.386, p-value = 0.000 < 0.05, so X2 has a significant effect on Y partially.
3. X3 (Service Innovation): t count = 6.386, p-value = 0.000 < 0.05, so X2 has a significant effect on Y partially.

F Test (Simultaneous)

Table 7. F-Test Results (Simultaneous)

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3309,373	3	1103,124	3222,041	,000b
	Residual	32,867	96	,342		
	Total	3342,240	99			

Source of primary data processing results (2025)

Interpretation of Table 7 shows that all independent variables (X_1, X_2, X_3) together have a significant effect on the dependent variable (Y). This is because the sig value = 0.000 < 0.05.

Coefficient of Determination Test (R^2)

Table 8. Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	,995a	,990	,990	,585

a. Predictors: (Constant), X3, X2, X1

Table 8 shows a correlation coefficient value of 0.995, which means the relationship between accessibility (X1), service innovation (X2), and service quality on public satisfaction (Y) is very strong. Meanwhile, the variation or contribution between accessibility (X1), service innovation (X2), and service quality on public satisfaction (Y) is 99.5%.

Discussion

The Influence of Service Accessibility on Public Satisfaction

The results of the regression test indicate that service accessibility has a positive and significant influence on public satisfaction. This finding reflects that ease of public access to public services, both in terms of location, operational hours, and clarity of procedures, is an important factor in shaping residents' positive perceptions of public service performance at the Tamalate District Office. This result is consistent with the findings of Prawira and Pranitasari (2020), who, in a study of public services in electric train transportation, found that the accessibility dimension is a significant determinant in influencing service user satisfaction. Meanwhile, the results of this study also support the findings of Mu'ammar, N., Mahmudah, R., & Afandi, A. (2024), which showed that accessibility has a positive and significant influence on public satisfaction.

From a public service theory perspective, accessibility is closely related to the principles of equity and availability in a responsive service model (Osborne & Gaebler, 1992). The greater the level of ease with which people can access services, the greater their opportunity to receive equitable benefits. Therefore, the presence of the Tamalate District Office in the midst of a densely populated residential area with a fairly distributed service zoning system serves as empirical evidence of the implementation of this principle. This reinforces the claim that the structure and geographic location of public institutions are directly relevant to citizens' evaluations of service satisfaction (Sulistiyani & Kurniawan, 2021).

However, while accessibility contributes positively, its contribution is still lower than that of service quality. This fact indicates that ease of access alone is not enough to guarantee satisfaction unless accompanied by professional and innovative service. Therefore, accessibility is more appropriately positioned as an enabler or initial supporting condition within the broader service ecosystem.

The Influence of Service Innovation on Public Satisfaction

The service innovation variable also demonstrated a positive and significant influence on public satisfaction. This indicates that the public views procedural updates, the use of information technology, and bureaucratic simplification as aspects that increase the convenience and efficiency of their interactions with service providers. These research findings support those of Prakarsa, KND (2022); Hermayanti, R. (2022), which demonstrated a positive and significant influence of service innovation on public satisfaction.

These results also align with Schumpeter's (1934) view in service innovation theory, which states that innovation is not only related to the

creation of new products but also encompasses process improvements and service approaches that adapt to user needs. Research by Dewi and Oktaviani (2022) in the licensing services sector shows that innovations in the form of digital service applications and electronic queuing systems have a direct impact on increasing public service user satisfaction.

In the context of Tamalate District, the digitalization of administration, such as e-Kelurahan and a WhatsApp-based queuing system, strengthens the institution's ability to respond to the growing demands for efficiency and transparency in urban society.

However, the effectiveness of innovation depends heavily on the readiness of human resources and supporting infrastructure. Communities without adequate access or digital literacy can experience service exclusion, which can actually lower overall satisfaction levels. Therefore, service innovation strategies need to be balanced with an inclusive approach so that all segments of the population can benefit equally.

The Influence of Service Quality on Public Satisfaction

The service quality variable has a positive and significant effect on public satisfaction. Service quality, which includes aspects of responsiveness, reliability, empathy, and assurance, is a key factor in shaping positive public perceptions of public institutions. The results of this study support the findings of Arni, A. (2025); Nova & Hikmah (2022); Riyadin (2019); Hermayanti, (2022); Tamara et al. (2018); Falah et al. (2020), which show that service quality has a positive and significant effect on public satisfaction.

This also aligns with the SERVQUAL model developed by Parasuraman et al. (1985), which places the quality dimension as the primary predictor in measuring customer satisfaction. A recent study by Ardiansyah and Sari (2023) in the context of public services in a sub-district environment showed that consistent and personalized service quality can build citizen trust, ultimately strengthening satisfaction and loyalty to the service institution.

In the case of Tamalate District, the implementation of public hospitality principles, such as staff friendliness, speed of response, and clarity of information, were elements highly appreciated by research respondents. However, it's important to note that perceptions of quality are highly subjective and can change over time and with repeated service experiences. Therefore, public service institutions must maintain consistency and integrity in quality, rather than focusing solely on short-term, project-based improvements.

The Simultaneous Influence of Three Variables on Community Satisfaction

The results of the simultaneous regression indicate that the three variables of accessibility, innovation, and service quality jointly explain the variance in public satisfaction. The high Adjusted R^2 value indicates that the research model is very robust and relevant in explaining the phenomenon studied. These results strengthen the theoretical argument that public services are multidimensional systems interconnected among their main components (Denhardt & Denhardt, 2015). This finding also aligns with the concept of integrated service excellence, where the combination of access availability, system updates, and quality service interactions will create a comprehensive and satisfying service experience (Mulyadi & Pratama, 2021). Therefore, strategies to strengthen public satisfaction cannot be implemented partially but require a systemic approach that targets all service components simultaneously and sustainably.

D. Conclusion

The findings of this study provide a comprehensive understanding of how service accessibility, service innovation, and service quality collectively influence public satisfaction at the Tamalate District Office, Makassar City. The results demonstrate that all three variables significantly shape the perception and satisfaction of service users. However, each variable contributes differently, providing important implications for public service management.

First, the results show that service accessibility has the strongest and most dominant influence on public satisfaction. This suggests that accessibility remains the primary foundation of effective public service delivery. The community places high value on the ability to easily access service centers, obtain information, understand procedures, and experience timely service processes. The significant positive effect of accessibility aligns with prior research stating that accessibility is an essential part of service performance (Agustina, 2020). When the procedures are simplified, directions are clear, and service points are easily reachable, the community perceives services as more efficient and responsive. At the Tamalate District Office, improvements in queue management, information boards, and clearer service flow contribute to this positive perception. However, the data also suggest that accessibility still requires continuous improvement, particularly regarding waiting times and physical space adequacy.

Second, service innovation also significantly affects public satisfaction, although the coefficient direction is negative. This outcome, while still statistically significant, indicates that innovation may not yet be fully aligned with community expectations. This finding is consistent with studies showing that innovation without proper socialization, training, and user adaptation may lead to temporary dissatisfaction (Osborne & Brown, 2011). For example, the implementation of digital queue systems, online complaints, and electronic document processing may create confusion for users unfamiliar with technology. This implies that innovation should be complemented by user education, better digital literacy support, and continuous monitoring of innovation effectiveness. The Tamalate District Office needs to ensure that innovations are not only introduced but also truly understood and accessible to all segments of society.

Third, service quality has a positive and significant influence on public satisfaction, emphasizing the importance of reliability, responsiveness, empathy, assurance, and tangible factors. The positive relationship confirms the relevance of the SERVQUAL model (Parasuraman et al., 1988) in the context of public services in Indonesia. The community expects service officers to be responsive, polite, knowledgeable, and sincere in providing assistance. Physical facilities—including cleanliness, equipment, and waiting room comfort—also shape satisfaction. Although the coefficient is smaller compared to accessibility, the significant effect indicates that consistent improvement in staff performance, attitude, and work culture is essential for enhancing satisfaction.

Comparing the three variables, accessibility emerges as the dominant factor, highlighting the reality that physical and procedural access still plays a central role in public service settings, particularly in district-level government offices where people perform basic administrative tasks. Service users expect that public offices can be easily accessed, have clear information, visible service flow, and provide certainty in service duration.

Furthermore, the simultaneous influence of the three variables demonstrates that public satisfaction is a

multidimensional construct. Accessibility alone is not enough; without quality service interactions and meaningful innovation, the service experience may still fall short of expectations. Thus, holistic service improvement is necessary.

This study contributes to understanding public service performance in local government institutions. It shows that improving community satisfaction requires not only modern innovation but also fundamental improvements in accessibility and service quality. The findings also provide practical implications, suggesting that government institutions should invest in physical facility improvement, staff training, digital service enhancement, and public communication strategies. Future research may explore additional variables such as leadership, organizational culture, or digital readiness to provide a broader understanding of public service satisfaction.

Based on the results and discussion, the following conclusions can be drawn:

Service accessibility, service innovation, and service quality each have a significant influence on public satisfaction at the Tamalate District Office, Makassar City.

Service accessibility has the strongest influence on public satisfaction, showing that ease of access, clarity of procedures, and reduced waiting time are highly valued.

Service innovation significantly affects satisfaction but requires better implementation and user adaptation to generate positive perceptions.

Service quality significantly supports satisfaction, emphasizing the importance of responsive, reliable, and empathetic service delivery.

All three variables simultaneously influence public satisfaction, meaning that improvements must be comprehensive and integrated across accessibility, innovation, and quality dimensions.

The findings reinforce the importance of strengthening accessibility, ensuring innovation readiness, and developing high-quality human resources to improve service performance and public satisfaction.

References

Agustina, R. (2020). Aksesibilitas Pelayanan Publik dan Dampaknya terhadap Kepuasan Masyarakat. Jurnal Administrasi Publik, 12(1), 45–56.

Arikunto, S. (2019). Prosedur Penelitian Suatu Pendekatan Praktik. Jakarta: Rineka Cipta.

Aziz, A. (2021). Inovasi Pelayanan Publik di Era Digital. Jurnal Birokrasi dan Pelayanan, 7(2), 88–99.

Hardiyansyah. (2018). Kualitas Pelayanan Publik. Yogyakarta: Gava Media.

Kotler, P., & Keller, K. L. (2016). Manajemen Pemasaran. Jakarta: Erlangga.

Lestari, D. (2020). Pengaruh Inovasi Pelayanan terhadap Kepuasan Masyarakat pada Instansi Pemerintah. Jurnal Ilmu Administrasi, 5(3), 201–214.

Mulyadi, D. (2017). Perilaku Organisasi dan Kepemimpinan Pelayanan Publik. Bandung: Alfabeta.

Nasution, A. (2018). Manajemen Pelayanan Publik. Jakarta: Bumi Aksara.

Nugroho, R. (2017). Public Policy: Dinamika Kebijakan Publik, Analisis Kebijakan, dan Manajemen Politik. Jakarta: Elex Media Komputindo.

Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). Servqual: Kerangka Kualitas Layanan. Terjemahan. Jakarta: Gramedia.

Purwanto, E. A., & Sulistyastuti, D. R. (2019). Metode Penelitian Kuantitatif untuk Administrasi Publik. Yogyakarta: Gava Media.

Riduwan. (2018). Dasar-Dasar Statistika untuk Penelitian. Bandung: Alfabeta.

Sinambela, L. P. (2018). Reformasi Pelayanan Publik: Teori, Kebijakan, dan Implementasi. Jakarta: Bumi Aksara.

Supriyanto, A., & Machfudz, M. (2020). Kepuasan Masyarakat dalam Perspektif Pelayanan Publik. Jurnal Pelayanan Prima, 4(1), 14–27.

Wibowo, H. (2022). Tata Kelola Pelayanan Publik Berbasis Inovasi. Surabaya: Unesa University Press.

Yuliani, N. (2021). Pengaruh Kualitas Pelayanan terhadap Kepuasan Masyarakat di Instansi Pemerintah. Jurnal Administrasi dan Manajemen Publik, 9(2), 132–145.

Zulkarnaen, R. (2020). Inovasi dan Efektivitas Pelayanan Publik di Pemerintah Daerah. Bandung: Humaniora.