The impact of service quality and employee discipline on customer satisfaction at the Karanganyar Regency Public Service Mall

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Abstrak

Tujuan dari penelitian ini adalah untuk (1) mengetahui pengaruh kualitas pelayanan terhadap kepuasan pelanggan di Mal Pelayanan Publik Kabupaten Karanganyar, (2) mengetahui pengaruh disiplin kerja terhadap kepuasan pelanggan di Mal Pelayanan Publik Kabupaten Karanganyar, (3) mengetahui pengaruh kualitas pelayanan dan disiplin kerja secara simultan terhadap kepuasan pelanggan di Mal Pelayanan Publik Kabupaten Karanganyar. Penelitian ini merupakan penelitian kuantitatif. Adapun untuk penentuan sampel dilakukan dengan menggunakan teknik pengambilan sampel yaitu accidental samplimg dengan jumlah sampel sebanyak 80 orang pelanggan yang diperoleh berdasarkan perhitungan menggunakan rumus Slovin. Hasil penelitian membuktikan bahwa: (1) terdapat pengaruh positif dan signifikan kualitas pelayanan terhadap kepuasan pelanggan di Mal Pelayanan Publik Kabupaten Karanganyar. Hal ini dibuktikan dengan hasil perhitungan nilai t_{hitung} (8,398) > t_{tabel} (1,991) dan nilai signifikansi 0,000 < 0,05; (2) terdapat pengaruh positif dan signifikan disiplin kerja terhadap kepuasan pelanggan di Mal Pelayanan Publik Kabupaten Karanganyar. Hal ini dibuktikan dengan hasil perhitungan nilai t_{hitung} (3,456) > t_{tabel} (1,991) dan nilai signifikansi 0,001 < 0,05; (3) terdapat pengaruh positif dan signifikan kualitas pelayanan dan disiplin kerja secara simultan terhadap kepuasan pelanggan di Mal Pelayanan Publik Kabupaten Karanganyar. Hal ini dibuktikan dengan nilai F_{hitung} (121,839) > F_{tabel} (3,114) dengan nilai signifikansi 0,000 < 0,05.

Kata kunci : kuantitatif; kesesuaian harapan; ketepatan waktu; mutu pelayanan

Abstract

The aim of study is to (1) determine the effect of service quality on customer satisfaction at Public Service Malls in Karanganyar Regency, (2) determine the effect of work discipline on customer satisfaction at Public Service Malls in Karanganyar Regency, (3) determine the effect of service quality and work

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discipline simultaneously on customer satisfaction at Public Service Malls in Karanganyar Regency. This study is a quantitative study. Meanwhile, the sample determination was carried out using a sampling technique, namely accidental sampling with a sample size of 80 customers obtained based on calculations using the Slovin formula. The results of the study proved that: (1) there is a positive and significant influence of service quality on customer satisfaction at the Karanganyar Regency Public Service Mall. This is evidenced by the results of the calculation of the t_{value} (8.398) > t_{table} (1.991) and a significance value of 0.000 < 0.05; (2) there is a positive and significant influence of work discipline on customer satisfaction at the Karanganyar Regency Public Service Mall. This is evidenced by the results of the calculation of the t_{value} (3.456) > t_{table} (1.991) and a significance value of 0.001 < 0.05; (3) there is a positive and significant influence of service quality and work discipline simultaneously on customer satisfaction at the Karanganyar Regency Public Service Mall. This is proven by the F_{value} value (121.839) > F_{table} (3.114) with a significance value of 0.000 < 0.05. The results of this study indicate a joint effective contribution value of 0.760 or 76%, while the remaining 24% is influenced by other factors not examined in this study.

Keywords : conformity to expectations; punctuality; quality of service; quantitative

Introduction

High-quality service delivery plays a crucial role in retaining customers and fostering public trust. Effective public service provision contributes significantly to societal satisfaction, as superior service attracts greater public engagement (Rachman, 2021). When implemented effectively, public service is expected to meet community expectations, since the public holds a central position in evaluating service quality and satisfaction levels. Customer satisfaction is achieved when individuals perceive that a product or service meets or exceeds their expectations. To attain this outcome, high service quality is essential, as various performance indicators—such as response speed, accuracy, and staff courtesy play a critical role in shaping positive user experiences. When all elements of the service process are optimized, customers tend to report higher satisfaction and are more likely to return for future services.

However, empirical evidence indicates that many customers remain dissatisfied with the level of service provided, particularly within governmental institutions. Research conducted by Manis et al. (2023) reveals several persistent issues affecting customer satisfaction. These include inadequate service delivery that fails to meet consumer expectations, primarily due to unprofessional interactions by service officers, inconsistent reliability, and insufficient service capacity. Similar challenges have been observed at the Mal Pelayanan Publik (MPP) in Karanganyar Regency.

The Mal Pelayanan Publik refers to an integrated initiative aimed at providing comprehensive public services including goods, services, and administrative procedures by consolidating various government functions into a single physical location. It represents an expansion of one-stop integrated services offered by both central and local governments, combining public service activities with complementary economic initiatives (Umam & Adianto, 2020).

Preliminary research conducted through a survey of 20 respondents and direct field observations revealed that as many as 75% of users expressed dissatisfaction with the services provided at the MPP Karanganyar. Specifically, 25% of respondents indicated that the service experience did not meet their expectations. Issues such as lengthy procedural delays and inadequate responsiveness to customer complaints were frequently cited. Additionally, 30% of respondents

reported disappointment upon arriving at the facility only to find the intended service counter closed. Moreover, they lacked clear information regarding the operating hours of each service desk. This lack of transparency in communication contributed directly to declining satisfaction levels.

Furthermore, 20% of respondents raised concerns about the discipline of service officers. Common issues included delayed arrival times and unexplained absences before official service hours concluded. Such behavior disrupted service continuity and negatively affected overall customer satisfaction, as clients were often required to wait unnecessarily long periods for services to commence.

These findings underscore the urgent need for improvements in service delivery mechanisms, operational transparency, and personnel accountability at the Mal Pelayanan Publik in Karanganyar Regency. Addressing these challenges is vital to enhancing public confidence and ensuring the effective realization of integrated public service objectives.

Customer satisfaction is influenced by a variety of interrelated factors. According to Fahrurrazi et al. (2019), key determinants of customer satisfaction include product quality, pricing, service quality, emotional factors, and cost considerations. Additionally, Rawi et al. (2023) highlight work ethic and work discipline as significant contributors to customer satisfaction. Among these, service quality plays a particularly critical role, exerting a positive and significant influence on customer satisfaction. When the quality of service exceeds or at least meets customer expectations, it becomes essential to maintain this standard to sustain high levels of satisfaction (Irwan et al., 2022).

Work discipline also demonstrates a strong correlation with customer satisfaction. Research by Karlina et al. (2019) indicates that higher levels of work discipline are associated with increased customer satisfaction. Similarly, Wijayanti et al. (2020) found that work discipline significantly impacts customer satisfaction, suggesting that disciplined employee behavior contributes directly to improved service outcomes.

Rafiah (2019) defines satisfaction as the emotional response either pleasure or disappointment that individuals experience when comparing actual performance or results with their expectations. This sense of satisfaction arises when the outcome aligns with or surpasses what was anticipated, creating a feeling of comfort and fulfillment. Conversely, dissatisfaction occurs when performance falls short of expectations. As explained by Supertini et al. (2020), satisfaction or dissatisfaction emerges from an individual's emotional response positive, negative, or neutral following their use of a product or service, combined with an evaluative comparison between expected and actual outcomes. Therefore, customer satisfaction can be understood as an emotional evaluation formed after consuming a product or service, where alignment with expectations leads to contentment, while discrepancies lead to disappointment.

Service quality, as defined by Tjiptono and Chandra (2016), refers to the efforts made by organizations to fulfill customer needs and desires through timely and appropriate delivery that matches expectations. Siswadi et al. (2019) further elaborate that service quality is shaped by both internal factors—such as personal needs and past experiences and external influences like word-of-mouth communication regarding prior service encounters. Synthesizing these perspectives, service quality can be conceptualized as the degree to which delivered services meet or exceed customer expectations, thereby generating satisfaction through the alignment of expectation and reality. Given its direct impact on user perception, service quality serves as a crucial determinant of organizational success. An institution can be considered effective if it consistently delivers high-quality service that satisfies its clientele.

Work discipline, according to Farhan and Hidayati (2023), is the adherence and loyalty demonstrated by individuals or groups toward institutional rules, which manifests in behaviors aimed at achieving organizational goals. It involves employees carrying out their duties conscientiously, punctually, and responsibly, without coercion, and in compliance with both written and unwritten company policies. Siahaya et al. (2023) emphasize that discipline is vital for institutional development, as it fosters motivation and cultivates a culture of self-regulation among employees, ultimately enhancing job performance. Integrating these definitions, work discipline can be described as the behavioral and attitudinal manifestation of willingness to comply with established norms, rules, and procedures within an organization. It is grounded in individual volition, awareness, and responsibility, and is consistently practiced to achieve predefined objectives. Strong

work discipline contributes to optimal service delivery, enhances service quality, and helps meet customer expectations, thereby fostering greater satisfaction.

Given the theoretical and empirical evidence linking service quality and work discipline to customer satisfaction, this study proposes the following hypotheses: There is a significant influence of service quality on customer satisfaction at the Mal Pelayanan Publik (MPP) in Karanganyar Regency; There is a significant influence of work discipline on customer satisfaction at the MPP in Karanganyar Regency; There is a simultaneous significant influence of both service quality and work discipline on customer satisfaction at the MPP in Karanganyar Regency.

Customer satisfaction serves as a critical indicator of institutional effectiveness. Beyond reflecting operational success, it also shapes public trust in government services. Considering the importance of this construct, the researcher is motivated to conduct an in-depth investigation into the factors influencing customer satisfaction specifically service quality and work discipline at the MPP in Karanganyar Regency. The research aims to provide valuable insights into how these variables contribute to public service excellence and overall citizen satisfaction.

Research Methodology

This research was conducted at the Karanganyar Regency Public Service Mall (Mal Pelayanan Publik) office, located at Jalan Slamet Riyadi, Ngaliyan, Lalung, Karanganyar Regency, Central Java Province, postal code 57716. The location was selected based on the presence of persistent service-related issues that warranted investigation particularly customer perceptions that the services received did not meet expectations. Additionally, no prior studies of a similar nature had been conducted at this particular public service facility.

The study employed a quantitative causal research method , aiming to test hypotheses regarding the influence of independent variables service quality (X_1) and work discipline (X_2) on customer satisfaction (Y), which served as the dependent variable. This approach is appropriate for examining cause-and-effect relationships between variables within a structured analytical framework.

The population of the study consisted of customers utilizing services at the Karanganyar Regency Public Service Mall specifically, residents of Karanganyar Regency who accessed administrative or public services through this facility. Since the total population size was known, the sample size was determined using Slovin's formula , as recommended by Sugiyono (2022):

$$n = \frac{N}{1 + Ne^2}$$
$$n = \frac{403}{1 + 403 \, (0{,}1)^2}$$
$$n = \frac{403}{1 + 4{,}03}$$
$$n = 80{,}11$$

based on the calculation results, a minimum sample size of 80 respondents was determined to ensure the accuracy and reliability of the research findings. The sampling technique used in this study was accidental sampling, as respondents visiting the Karanganyar Regency Public Service Mall could not be identified in advance. Therefore, respondents were selected based on their availability and willingness to participate in completing the questionnaire at the time of data collection. These respondents consisted of Karanganyar Regency residents who had previously or were currently receiving services at the Mal Pelayanan Publik office.

The primary data collection technique employed was a closed-ended questionnaire using a modified four-point Likert scale: "Sangat Setuju" (Strongly Agree), "Setuju" (Agree), "Tidak Setuju" (Disagree), and "Sangat Tidak Setuju" (Strongly Disagree). This modification aimed to avoid neutral response bias commonly found in five-point scales, allowing for clearer identification of respondents' agreement or disagreement tendencies toward each statement.

Prior to data collection, instrument testing was conducted through validity and reliability tests. A total of 30 respondents outside the main sample participated in the pilot test. Validity was assessed by comparing the calculated correlation coefficient (r hitung) with the critical value (r tabel) at a 5% significance level. The results showed that out of 11 statements for customer satisfaction, 9 were valid; all 15 statements for service quality were valid; and out of 12 statements for work discipline, 11 were valid. Reliability was evaluated using Cronbach's Alpha, with a threshold of 0.60. The reliability coefficients obtained were 0.779 for customer satisfaction, 0.899 for service quality, and 0.899 for work discipline, indicating that all instruments were reliable.

To ensure the regression model met parametric assumptions, classical assumption tests were carried out. Normality was tested using the Kolmogorov–Smirnov test, where a significance value greater than 0.05 indicated normal distribution. Linearity was assessed using the Test of Linearity, with a significance value of deviation from linearity greater than 0.05 confirming linear relationships between variables. Multicollinearity was examined using Tolerance and Variance Inflation Factor (VIF) values, with thresholds of Tolerance > 0.10 and VIF < 10 indicating no multicollinearity issues. Heteroskedasticity was tested using Spearman's rho correlation, where a significance value greater than 0.05 indicated homoscedasticity.

Hypothesis testing was conducted using multiple linear regression analysis, t-tests, F-tests, and the coefficient of determination. The t-test compared t hitung with t tabel and used a significance level of 0.05 to determine whether each independent variable significantly influenced customer satisfaction individually. The F-test assessed the combined effect of service quality and work discipline on customer satisfaction by comparing F_{value} with F_{table} . The coefficient of determination (R^2) was used to measure how much variation in customer satisfaction was explained by the independent variables. Additionally, effective contribution and relative contribution analyses were performed to identify the proportional influence of each independent variable. These analytical methods provided a comprehensive understanding of the relationships being studied and supported the formulation of statistically valid conclusions.

Results and Discussion

Research Results

Normality testing was conducted using the Kolmogorov-Smirnov method by examining the significance value. The test results showed an Asymp. Sig. (2-tailed) value of 0.862, which is greater than the alpha level of 0.05. This indicates that the data used in this study comprising the service quality variable (X_1), work discipline variable (X_2), and customer satisfaction variable (Y) are normally distributed.

Linearity testing was based on the deviation from linearity values obtained from the ANOVA table in SPSS output. The results indicated that the significance value for the relationship between service quality and customer satisfaction was 0.066, while for work discipline and customer satisfaction, it was 0.169. Since both values are greater than 0.05, it can be concluded that there is a linear relationship between service quality and customer satisfaction, as well as between work discipline and customer satisfaction.

Multicollinearity testing was performed by examining the Tolerance and Variance Inflation Factor (VIF) values. The results showed that both variables service quality and work discipline had a Tolerance value of 0.506 and a VIF value of 1.977. Given that all Tolerance values were above 0.10 and all VIF values were below 10, it can be concluded that no multicollinearity issues exist among the independent variables.

Heteroscedasticity testing was conducted using Spearman's rho correlation method. The results showed significance values of 0.502 for the service quality variable and 0.373 for the work discipline variable, both of which are greater than 0.05. These findings indicate that there is no heteroscedasticity in the regression model.

The t-test was conducted to determine the partial effect of each independent variable on the dependent variable. The results, presented in Table 1, show the significance levels and direction of influence for each variable. A detailed presentation of these results will follow in the subsequent

discussion section, where their implications for customer satisfaction at the Karanganyar Regency Public Service Mall will be analyzed in depth.

Table 1

t-test result

	t_{value}	Sig.
(Constant)	5,068	0,000
Quality of Service	8,398	0,000
Work Discipline	3,456	0,001

(Source: Data processed by researchers, 2025)

The t-test results indicate that both independent variables service quality and work discipline have a statistically significant influence on customer satisfaction. For the service quality variable (X_1), the significance value was found to be 0.000, which is less than the alpha level of 0.05. Additionally, the calculated t_{value} was 8.398, which exceeds the critical t_{table} of 1.991 at $\alpha = 0.05$ with degrees of freedom (df) = 77 (calculated as n–k–1 = 80–2–1). Based on this comparison, it can be concluded that there is a statistically significant partial effect of service quality (X_1) on customer satisfaction (Y). Similarly, for the work discipline variable (X_2), the significance value was found to be 0.001, also below 0.05. The calculated t_{value} was 3.456, which is greater than the critical t_{table} of 1.991 under the same significance level and degrees of freedom. This result indicates that there is also a statistically significant partial effect of work discipline (X_2) on customer satisfaction (Y).

The F-test was conducted to determine whether the independent variables (service quality and work discipline) collectively have a significant impact on the dependent variable (customer satisfaction). The results, presented in Table 2, will be discussed further in the following section to interpret the simultaneous influence of these variables on overall customer satisfaction at the Karanganyar Regency Public Service Mall

Table 2

F-test result

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1391,157	2	695,579	121,839	0.000
Residual	439,593	77	5,709		
Total	1830,750	79			

(Source: Data processed by researchers, 2025)

The F-test results show that the calculated F_{value} is 121.839, which exceeds the critical F_{table} of 3.114 at a significance level (α) of 0.05 with degrees of freedom (df) = 78 (calculated as n–k = 80–2). Based on this comparison, it can be concluded that there is a statistically significant simultaneous effect of the independent variables service quality (X_1) and work discipline (X_2) on customer satisfaction (Y). This indicates that both variables together significantly influence the level of customer satisfaction at the Karanganyar Regency Public Service Mall.

Furthermore, the coefficient of determination (R^2) was analyzed to determine the extent to which variations in customer satisfaction (Y) can be explained by the combined influence of service quality (X_1) and work discipline (X_2). The results of the determination test, presented in Table 3, provide insight into the magnitude of this influence and will be further discussed in the following section to better understand the relative and collective contributions of the independent variables in shaping customer satisfaction.

Table 3
Results of the determination coefficient test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,872	0,760	0,754	2,389

(Source: Data processed by researchers, 2025)

Based on the results of the coefficient of determination test, the R Square (R^2) value was found to be 0.760. This indicates that 76% of the variation in customer satisfaction at the Karanganyar Regency Public Service Mall can be explained by the combined influence of service quality (X_1) and work discipline (X_2). The remaining 24% is likely influenced by other external factors or variables not included in this study, such as infrastructure conditions, waiting time, or individual customer characteristics.

These findings highlight the substantial contribution of service quality and employee discipline in shaping overall customer satisfaction. However, they also suggest the importance of considering additional variables in future research to provide a more comprehensive understanding of the determinants of customer satisfaction in public service settings.

Table 4
Results of multiple linear regression analysis

	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	7,340	1,448	
Quality of Service	0,334	0,040	0,659
Work Discipline	0,243	0,070	0,271

(Source: Data processed by researchers, 2025)

The multiple linear regression analysis presented in Table 4 produced the following regression equation:

$$Y = 7.340 + 0.334X_1 + 0.243X_2$$

This equation can be interpreted as follows: the constant value of 7.340 indicates that when both independent variables service quality (X_1) and work discipline (X_2) are at zero, customer satisfaction (Y) is expected to have a baseline value of 7.340. The regression coefficient for the service quality variable (X_1) is 0.334. This means that for every 1% improvement in service quality, customer satisfaction is expected to increase by 33.4%, holding all other factors constant. Similarly, the regression coefficient for the work discipline variable (X_2) is 0.243. This implies that for every 1% improvement in work discipline, customer satisfaction is expected to increase by 24.3%, assuming no changes in other variables. These results confirm that both service quality and work discipline positively influence customer satisfaction, with service quality having a relatively stronger impact compared to work discipline.

Discussion

The first hypothesis of this study posits that service quality has a significant effect on customer satisfaction at the Karanganyar Regency Public Service Mall. To test this hypothesis, a t-test was conducted to examine the individual or partial influence of the independent variable on the dependent variable. The results showed a calculated t_{value} of 8.398 and a significance value of 0.000. Based on the testing criteria where t_{value} (8.398) is greater than t_{table} (1.991), and the significance value (0.000) is less than 0.05 the null hypothesis (H_0) is rejected. This indicates that there is a statistically significant and positive relationship between service quality (X_1) and customer satisfaction (Y). These findings are consistent with previous research by Ayuningtyas and Siregar (2021), which also found a significant influence of service quality on customer satisfaction, as

evidenced by a t_{value} of 13.673 and a significance level of 0.000. Additionally, Oktamala and Zuraidah (2021) concluded that improving service quality leads to higher levels of customer satisfaction, suggesting that institutions must deliver optimal service performance to achieve their objectives and foster development.

Service quality refers to the extent to which a service meets or exceeds customer expectations, thereby generating satisfaction through the alignment of expectations with actual experiences. An institution is considered successful if it provides high-quality services that satisfy its customers. Therefore, higher service quality contributes to increased customer trust in the organization. This perspective is supported by Fahrurrazi et al. (2019), who identified service quality as one of the key factors influencing customer satisfaction. According to service quality theory, dimensions such as tangibility, reliability, responsiveness, assurance, and empathy play a crucial role in shaping customer perceptions. Siswadi et al. (2019) further confirmed that service quality has a positive and significant impact on customer satisfaction. Their findings suggest that applying these five dimensions effectively in service delivery can significantly enhance customer satisfaction. When customers perceive that the service provided meets or surpasses their expectations, their satisfaction increases. Conversely, inadequate service may lead to dissatisfaction and a decline in customer loyalty. In the context of this study, service quality was measured to assess its overall impact on customer satisfaction within the Public Service Mall framework. The empirical evidence supports the theoretical foundation, demonstrating that improvements in service quality are likely to yield tangible benefits in terms of enhanced customer experience and repeat engagement.

The second hypothesis states that work discipline has a significant effect on customer satisfaction at the Karanganyar Regency Public Service Mall. To test this hypothesis, an individual or partial analysis was conducted, yielding a t_{value} of 3.456 and a significance level of 0.001. Based on the testing criteria where t_{value} (3.456) is greater than t_{table} (1.991), and the significance value (0.001) is less than 0.05 the null hypothesis (H_0) is rejected. This confirms that work discipline (X_2) has a statistically significant and positive effect on customer satisfaction (Y). These results align with prior studies, including Manoppo et al. (2023), who found that employee work discipline significantly influences customer satisfaction, as indicated by a t_{value} of 7.645 and a significance level of 0.000. Darmayadi et al. (2023) similarly reported that work discipline has a positive and significant impact on customer satisfaction, emphasizing the importance of clear rules and firm enforcement of disciplinary standards in service delivery.

Work discipline refers to the attitudes and behaviors of employees that reflect willingness to comply with institutional rules, norms, and procedures, driven by personal motivation, awareness, and responsibility, consistently performed to achieve organizational goals. Good work discipline can lead to maximum service delivery and high-quality performance, ultimately fulfilling customer expectations and generating satisfaction. This perspective aligns with theoretical studies identifying work discipline as one of the factors affecting customer satisfaction. Work discipline is an important aspect of human resource management, reflecting the extent to which employees adhere to company policies, procedures, and performance standards. It encompasses punctuality, responsibility, work ethics, and output quality. Disciplined employees perform consistently and deliver better service, ensuring smooth operational processes. Employee discipline plays a key role in creating positive customer experiences. For instance, punctual and consistent service delivery enhances customer confidence in the organization. In service management theory, work discipline is significantly related to customer satisfaction. Wijayanto and Pradana (2021) reinforced this finding, stating that work discipline has a significant effect on customer satisfaction. High levels of work discipline create consistency in service provision, which ultimately improves customer perception of the organization.

The third hypothesis in this study posits that there is a significant combined effect of service quality and work discipline on customer satisfaction, as tested through an F-test. The results of the F-test indicate that the significance value (Sig.) is 0.000, which is less than the alpha level of 0.05. Additionally, the calculated F_{value} is 121.839, which exceeds the critical F_{table} of 3.114. Based on these findings, the null hypothesis (H_0) is rejected, indicating that there is a statistically significant and positive simultaneous influence of service quality and work discipline on customer satisfaction at the Karanganyar Regency Public Service Mall. This result aligns with the findings of Karlina et al. (2019), who concluded that both service quality and work discipline collectively have a positive

impact on customer satisfaction. These findings reinforce the idea that improving public service outcomes requires a comprehensive approach that addresses both procedural excellence and employee behavior.

Service quality and work discipline are two interrelated factors that significantly affect customer satisfaction. High-quality service enhances the customer experience and contributes to greater satisfaction. Meanwhile, strong work discipline ensures consistency in service delivery when employees demonstrate punctuality, reliability, and professionalism, customers perceive the service more positively. When both elements are effectively integrated, customers feel valued, their needs are met more efficiently, and overall satisfaction increases.

Despite the meaningful insights provided by this study, several limitations should be acknowledged. First, the research was conducted exclusively at the Karanganyar Regency Public Service Mall, which limits the generalizability of the findings to other locations. Second, the variables examined as determinants of customer satisfaction were limited to service quality and work discipline. There may be other influential factors such as facility conditions, waiting time, or communication effectiveness that were not included in this study and could be explored in future research. To enhance the scope and applicability of future studies, researchers are encouraged to include additional variables and expand the sample to multiple public service centers. This would provide a broader understanding of the drivers of customer satisfaction in public administration and support the development of more effective service improvement strategies.

Conclusion

Based on the data analysis and hypothesis testing conducted using multiple linear regression analysis, this study concludes that both service quality and work discipline have a positive and significant influence on customer satisfaction at the Karanganyar Regency Public Service Mall. Firstly, there is a statistically significant partial effect of service quality on customer satisfaction, as evidenced by a calculated t_{value} of 8.398, which exceeds the critical t_{table} of 1.991. Secondly, work discipline also demonstrates a positive and significant partial effect on customer satisfaction, with a t_{value} of 3.456, which is greater than the critical t_{table} of 1.991. Thirdly, the F-test results confirm a significant simultaneous effect of both service quality and work discipline on customer satisfaction, with an F_{value} of 121.839 surpassing the critical F_{table} of 3.114. The coefficient of determination (R^2), as presented in the Model Summary table, is 0.760. This indicates that 76% of the variation in customer satisfaction can be explained by the combined influence of service quality and work discipline. The remaining 24% is likely influenced by other external factors not included in this study, such as infrastructure conditions, waiting time, or individual customer characteristics. Furthermore, based on the effective contribution of each independent variable, service quality accounts for approximately 56.02% of the variance in customer satisfaction, while work discipline contributes approximately 19.98%. These findings suggest that service quality has a more dominant influence on customer satisfaction compared to work discipline. In conclusion, improving both service quality and employee discipline is essential for enhancing customer satisfaction in public service settings. Policymakers and administrators are encouraged to prioritize training programs, performance monitoring systems, and customer feedback mechanisms to ensure continuous improvement in service delivery and workforce behavior.

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