

Influence of Servant Leadership and Facilities on Public Satisfaction with Service Innovation as Mediating Variable

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Abstract: This study examines the impact of servant leadership and facilities on public satisfaction, with service innovation serving as a mediating variable in the context of public services across Jember Regency. Utilizing a quantitative research design, data were collected from government officials and community members who engaged in barcode-based correspondence services. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the relationships between servant leadership, facilities, service innovation, and public satisfaction. Results indicate that both servant leadership and facilities have a direct positive influence on public satisfaction. Additionally, service innovation significantly mediates these relationships, enhancing service efficiency, accessibility, and transparency. The findings are aligned with the Disconfirmation of Expectations Theory and Service-Dominant Logic (SDL), which suggest that satisfaction is achieved when service delivery meets or exceeds public expectations and facilitates value co-creation. This study highlights the importance of a leadership style focused on community needs, investment in quality facilities, and fostering a culture of continuous innovation. Based on these insights, recommendations include training programs to promote servant leadership, infrastructure investment to support modern service delivery, and emphasis on integrating digital tools for transparent and efficient public services..

Keywords: Public Satisfaction; Public Services; Servant Leadership; Service Innovation.

INTRODUCTION

Public management encompasses a series of coordinated processes aimed at resource optimization to deliver effective and efficient services to the community. In this framework, effective public management bridges the gap between community needs and the services provided by the government, fostering a greater level of public satisfaction (Navis et al., 2020). Within public service delivery, management practices must center on enhancing service quality through innovation and facility improvements to address the evolving demands of citizens (Wijayanto et al., 2021). Public satisfaction thus serves as a critical indicator of the success of government services, covering dimensions such as reliability, responsiveness, assurance, empathy, and facility adequacy (Kurniaty, 2022). Key elements impacting this satisfaction include the responsiveness of officials, staff competence, and the quality of facilities and infrastructure, which all shape the public's perception and directly influence satisfaction levels (Halimah, 2021). Furthermore, innovations in public services have shown a significant impact on improving satisfaction, particularly when these innovations simplify access and reduce service delivery time, enhancing overall citizen experience (Safaat et al., 2022).

Innovation within public services plays a crucial role in improving the quality and efficiency of services by introducing new ideas, technologies, and processes. Designed to meet the needs of the community, public service innovations enhance accessibility, improve service quality, and strengthen public trust in government

institutions (Chen et al., 2019). Collaborative efforts between public, private, and community actors are particularly significant in creating shared value, which leads to more responsive and sustainable services (Desmarchelier et al., 2019). Additionally, digital tools and applications have become increasingly integrated into public services to streamline processes, reduce inefficiencies, and improve overall user experience (Sinurat et al., 2023). This technological integration helps align public services with citizens' expectations for accessibility and modernity, creating a smoother, more transparent service landscape (Safaat et al., 2022).

Servant leadership, focusing on the leader's dedication to serving both team members and the broader community, has been shown to positively impact job satisfaction, employee commitment, and overall performance, especially in the public sector (Niu & Boku, 2021). This leadership style, which supports individuals' holistic needs as well as organizational goals, fosters a productive and ethical work environment that ultimately improves service quality for the public (Alasadi et al., 2019). Research has demonstrated that servant leadership is strongly linked to employee motivation and the public's satisfaction with services (Liu & Zhao, 2022). By nurturing an inclusive environment where employees feel valued, servant leaders can significantly enhance internal workplace morale, thus strengthening the overall quality of public services provided (Sugianto & Turangan, 2021).

Workplace facilities play a similarly vital role in supporting employee productivity and comfort, enabling staff to fulfill their responsibilities efficiently and effectively. Facilities that provide access to necessary technology and ergonomic workspaces contribute directly to employee welfare and job satisfaction, enhancing both physical comfort and mental well-being (Arampatzi & Burger, 2020). Effective management of these facilities is crucial for fostering a positive work atmosphere, which is essential for maintaining employee motivation and focus, ultimately benefiting public satisfaction through improved service quality (Groen et al., 2019). In the long term, investing in quality facilities is shown to directly contribute to the sustained success of public organizations by ensuring an environment conducive to employee engagement and efficiency (Setyorini et al., 2021).

Furthermore, facilities play an important role in fostering innovation in public services by providing an environment conducive to creative and effective work. Quality facilities give employees access to technology and comfortable workspaces, supporting the implementation of innovations such as barcode-based services that streamline administrative processes and improve efficiency (Setyorini et al., 2021). Thus, adequate facilities serve as a critical enabler for innovation, ensuring that employees are equipped with the resources necessary to initiate responsive and effective public service innovations (Desmarchelier et al., 2019).

Recent data indicates a positive trend in public satisfaction with public services in Jember Regency from 2020 to 2023, which reflects the government's efforts to improve service quality. Improvements in aspects such as service speed, accessibility, and transparency point to the influence of servant leadership, facility enhancement, and service innovation, particularly through the adoption of barcode-based administrative processes that facilitate accessibility and enhance satisfaction (Source: Public Satisfaction Survey Report 2023, Organizational Division of Jember Regency Secretariat). This trend highlights the potential benefits of effective leadership, high-quality facilities, and innovative solutions in meeting public expectations and ensuring efficient service delivery (Setyorini et al., 2021; Safaat et al., 2022).

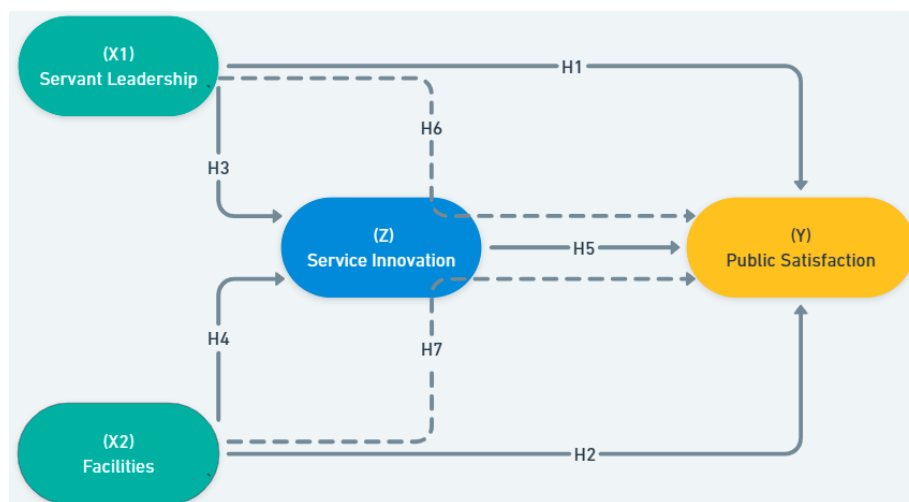
Previous studies provide evidence that leadership style, facilities, and innovation positively influence public satisfaction. Effective leadership styles, such as transformational and transactional leadership, have been shown to enhance employee satisfaction, which in turn positively affects public satisfaction (Hossny, 2019; Rahmat et al., 2019). Additionally, the quality of public facilities, including factors such as accessibility and maintenance, plays a crucial role in enhancing public comfort and satisfaction (Setyorini et al., 2021). Service

innovation also contributes significantly to improving the quality and efficiency of services, resulting in a more favorable user experience (Santosa, 2023). However, contrasting studies indicate that certain leadership styles, such as laissez-faire and autocratic, may negatively affect public satisfaction due to limited participation and lack of collaboration in decision-making (Saeed et al., 2023). Furthermore, excessive or poorly planned innovation has been found to create inefficiencies and lower public satisfaction when optimization efforts fail to add real value (Gieske et al., 2020). These conflicting findings highlight a gap in the literature, particularly regarding how the combination of servant leadership and adequate facilities, mediated by technology-driven service innovation, influences public satisfaction in a local government context (Niu & Boku, 2021; Liu & Zhao, 2022).

This study aims to examine the influence of servant leadership and workplace facilities on public satisfaction through technology-based service innovation, specifically in Jember Regency. By investigating these relationships, the research seeks to fill existing gaps in understanding the holistic impact of leadership style and facility quality, with service innovation as a mediating variable. The findings are expected to offer actionable insights that can enhance the quality and sustainability of public services, ensuring continuous improvements in citizen satisfaction. Moreover, this study aspires to contribute valuable recommendations for local governments aiming to create a supportive environment for effective leadership and workplace innovation, thus aligning service delivery with public expectations and fostering trust in government institutions (Chen et al., 2019; Sinurat et al., 2023).

Literature Review

Figure 1: Conceptual Framework



This research draws on the Disconfirmation of Expectations Theory and Service-Dominant Logic (SDL) to examine public satisfaction in service delivery. The Disconfirmation of Expectations Theory provides insight into how satisfaction is shaped by the alignment between public service performance and citizen expectations, where satisfaction increases when services meet or exceed expectations (Chatterjee & Suy, 2019; Mok, 2020). SDL complements this by emphasizing co-creation, suggesting that satisfaction involves not only service quality but also active citizen engagement in shaping their service experiences. This combined framework allows the study to explore how managing expectations, performance quality, and collaborative innovation contribute to public satisfaction (Favero & Kim, 2020; Weng et al., 2023).

Influence of Servant Leadership Style on Public Satisfaction in Villages Across Jember Regency

Servant leadership emphasizes prioritizing others' interests before personal gain, aiming to improve the well-being of team members and the community served. In public service contexts, this leadership style has proven effective in creating a productive and ethical work environment, where leaders act as facilitators and mentors rather than mere decision-makers (Niu & Boku, 2021). Leaders who adopt servant leadership tend to prioritize public satisfaction by ensuring that services meet the needs and expectations of the community, positively impacting public service quality (Sugianto & Turangan, 2021). Servant leadership theory focuses on responsive public service, which can enhance service quality and build trust between government and citizens (Liu & Zhao, 2022). Previous studies show that servant leadership significantly positively impacts public satisfaction by encouraging public officials to be more responsive to community needs, thus improving overall service performance (Navis et al., 2020).

Influence of Service Facilities on Public Satisfaction in Villages Across Jember Regency

Adequate service facilities play an essential role in enhancing public satisfaction with government services, involving infrastructure that supports ease of access, comfort, and service effectiveness (Ismail & Azili, 2019). Facilities such as comfortable waiting areas, efficient digital service systems, and supportive technological tools contribute to a better service experience, ultimately increasing citizen satisfaction (Setyorini et al., 2021). Well-managed public service facilities help build public trust in the quality of government services. Previous studies confirm that quality service facilities directly correlate with public satisfaction, highlighting the importance of facility investments to improve service quality and efficiency (Setyorini et al., 2021).

Influence of Servant Leadership Style on Service Innovation in Villages Across Jember Regency

Servant leadership, which focuses on serving team members and the community, also supports increased innovation in public services. Leaders who practice servant leadership not only aim for short-term objectives but also strive to create an environment that fosters the development of innovative ideas (Muafi & Azim, 2019). In the context of barcode-based correspondence services, servant leadership can drive the implementation of efficient, user-friendly technology (Sugianto & Turangan, 2021). This leadership style encourages team involvement and provides space for innovation, positively impacting service quality (Liu & Zhao, 2022). Prior research shows that servant leadership is highly relevant for promoting innovation in the public sector by supporting team members in developing new solutions to improve service quality (Muafi & Azim, 2019).

Influence of Work Facilities on Service Innovation in Villages Across Jember Regency

Adequate work facilities are a key factor in promoting workplace innovation, particularly in developing technology-based public services. Good work facilities, including sufficient technological infrastructure, enable employees to innovate in service processes, such as implementing barcode-based correspondence systems (Ismail & Azili, 2019). Facilities supported by modern technology facilitate the innovation process, increase effectiveness, and simplify the implementation of new ideas in public services (Setyorini et al., 2021). Previous studies confirm the role of work facilities in fostering innovation, demonstrating that adequate work environments contribute significantly to the development and implementation of efficient innovations (Ismail & Azili, 2019; Setyorini et al., 2021).

Influence of Service Innovation on Public Satisfaction in Villages Across Jember Regency

Innovation in barcode-based correspondence services aims to increase efficiency and accessibility for citizens. This innovation shortens administrative processing times and enhances service transparency, ultimately impacting public satisfaction (Santosa, 2023). Barcode technology enables citizens to easily track the status of their documents, which not only accelerates service but also builds public trust in government institutions (Desmarchelier et al., 2019). Research shows that technology-based innovations in public services significantly improve public satisfaction by expediting service and enhancing information accuracy, emphasizing the critical role of technology in improving public service quality (Santosa, 2023).

Influence of Servant Leadership Style on Public Satisfaction through Service Innovation in Villages Across Jember Regency

Servant leadership not only directly impacts public satisfaction but also fosters innovations that enhance the quality of service delivery. By promoting barcode-based correspondence service innovation, servant leadership enables faster, more accurate, and responsive services, increasing public satisfaction (Liu & Zhao, 2022). This type of innovation serves as a bridge, connecting the positive influence of servant leadership with improved public satisfaction (Santosa, 2023). Prior research supports the indirect contribution of servant leadership to public satisfaction through innovation, showing that a supportive leadership environment facilitates service innovations that enhance public perceptions of service quality (Liu & Zhao, 2022; Santosa, 2023).

Influence of Work Facilities on Public Satisfaction through Service Innovation in Villages Across Jember Regency

Adequate work facilities have a direct impact on innovation, which, in turn, contributes to public satisfaction. Facilities that support technology development, such as workspaces equipped with sufficient infrastructure, enable the more effective implementation of barcode-based correspondence service innovations (Ismail & Azili, 2019). With appropriate facilities, service innovations can be implemented smoothly, thereby improving service quality and public satisfaction (Setyorini et al., 2021). Prior studies confirm that adequate work facilities have an indirect impact on public satisfaction through innovation, as well-supported environments facilitate solutions that improve service quality in public services (Ismail & Azili, 2019; Setyorini et al., 2021)..

METHOD

This study employs a systematic quantitative research design to analyze the effects of servant leadership and facilities on public satisfaction, innovation as an mediating variable across villages in Jember Regency. Using a survey approach, data is gathered from government officials (ASN) and community members who have utilized barcode-based services. The study utilizes WarpPLS software for data analysis, applying Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine the relationships among the variables, as it is effective in managing complex latent variables. The survey instrument includes a structured questionnaire with a 5-point Likert scale to objectively measure variables, allowing for precise statistical analysis. Outer and inner model tests are conducted to assess measurement validity and reliability, while path coefficients and significance levels are used to test hypotheses regarding direct and mediated relationships.

The population includes all government officials and community members who have engaged in barcode-based correspondence services across the 22 villages in Jember Regency. The sampling method involves purposive sampling to select respondents with relevant experience and knowledge of leadership style, facilities, service innovation, and public satisfaction. An equal sample size is drawn from both officials and community

members across the villages to ensure representativeness and balanced perspectives. The study uses primary data from questionnaires and secondary data from relevant literature, reports, and statistical sources to provide a comprehensive analysis of each variable's impact..

RESULTS AND DISCUSSION

Result

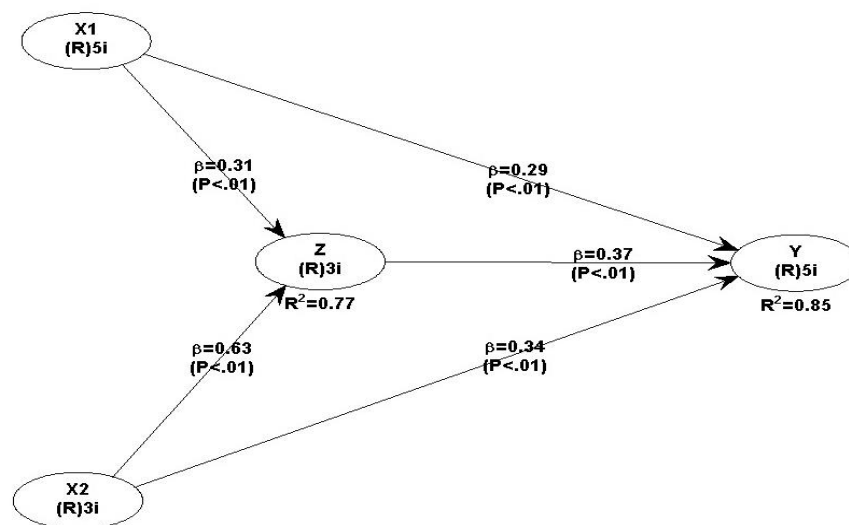
The results of this study encompass both outer and inner model analyses to evaluate the constructs and the relationships among the variables. The outer model assessment focuses on confirming the reliability and validity of the constructs, while the inner model analysis examines the direct and mediating effects of servant leadership and facilities on public satisfaction, with service innovation as a mediating variable. The combined findings from these analyses provide comprehensive insights into the impact of leadership style and facility quality on enhancing public service satisfaction in Jember Regency.

Table 1: Validity and Reliability Test Result

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Description
Servant Leadership	0.790	0.858	0.550	Valid and reliable
Facilities	0.845	0.907	0.766	Valid and reliable
Service Innovation	0.806	0.886	0.722	Valid and reliable
Public Satisfaction	0.757	0.839	0.518	Valid and reliable

Table 1 presents the validity and reliability test results for each construct, including Servant Leadership, Facilities, Service Innovation, and Public Satisfaction. Each construct's Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) meet the recommended thresholds, confirming internal consistency and construct reliability. Specifically, all constructs exhibit Cronbach's Alpha values above 0.7, indicating strong internal reliability. The CR values exceed 0.8, affirming the constructs' composite reliability, while AVE values mostly meet or exceed 0.5, supporting convergent validity across constructs. These results validate that the constructs used in this study are both statistically reliable and valid, allowing for accurate interpretation of the relationships among variables in the structural model.

Figure 2: Path Coefficients



The structural model diagram illustrates the relationships among the variables: Servant Leadership (X1), Facilities (X2), Service Innovation (Z), and Public Satisfaction (Y). The path coefficients (β) indicate significant positive effects between the variables at $p < 0.01$. Specifically, Servant Leadership (X1) directly influences Service Innovation (Z) with $\beta = 0.31$ and Public Satisfaction (Y) with $\beta = 0.29$. Facilities (X2) have a strong positive effect on Service Innovation (Z) with $\beta = 0.63$, which in turn positively impacts Public Satisfaction (Y) with $\beta = 0.37$. Additionally, Facilities (X2) also directly affect Public Satisfaction (Y) with $\beta = 0.34$. The R^2 values show that Service Innovation (Z) explains 77% of the variance, while Public Satisfaction (Y) explains 85%, indicating a substantial model fit and the effectiveness of Service Innovation as a mediating variable.

Table 2: Significance Test Results

Hypothesis	Path	Path Coefficient (β)	p-value	Significance
H1	X1 \rightarrow Y	0.294	<0.001	Significant
H2	X2 \rightarrow Y	0.340	<0.001	Significant
H3	X1 \rightarrow Z	0.305	<0.001	Significant
H4	X2 \rightarrow Z	0.635	<0.001	Significant
H5	Z \rightarrow Y	0.367	<0.001	Significant
H6	X1 \rightarrow Z \rightarrow Y	0.112	0.027	Significant
H7	X2 \rightarrow Z \rightarrow Y	0.233	<0.001	Significant

Table 2 summarizes the significance test results for all hypothesized relationships in the study. The direct effects show that Servant Leadership (X1) and Facilities (X2) both have significant positive influences on Public Satisfaction (Y) and Service Innovation (Z). Service Innovation (Z) also significantly affects Public Satisfaction (Y). The indirect effects indicate that both Servant Leadership (X1) and Facilities (X2) significantly influence Public Satisfaction (Y) through Service Innovation (Z), confirming the mediating role of Service Innovation. All hypotheses (H1 to H7) are supported by the data, as all path coefficients are significant with p-values less than 0.05.

Discussions

Influence of Servant Leadership on Public Satisfaction

The findings of this study substantiate that servant leadership has a significant and positive influence on public satisfaction, underscoring the importance of leadership that prioritizes the needs of both

team members and the broader community. This leadership style promotes responsiveness, empathy, and ethical decision-making, which collectively foster an environment of trust and high-quality service that aligns with public expectations. The positive association between servant leadership and public satisfaction is consistent with the Disconfirmation of Expectations Theory, wherein satisfaction arises when service delivery meets or exceeds expectations (Chatterjee & Suy, 2019; Mok, 2020). The findings further echo previous research, which demonstrates that servant leadership enhances community-oriented service quality, fostering a positive perception of public services (Niu & Boku, 2021; Liu & Zhao, 2022).

Moreover, the principles of Service-Dominant Logic (SDL) support this relationship by emphasizing the collaborative engagement between public officials and the community. Through servant leadership, a co-creative service environment is cultivated, allowing citizens to feel valued and actively involved in shaping service outcomes (Weng et al., 2023). This interactive framework facilitates public satisfaction by enhancing responsiveness and trust. This study's findings align with prior evidence indicating that servant leadership fosters job satisfaction, motivation, and community trust, ultimately strengthening the overall quality of public services (Sugianto & Turangan, 2021; Alasadi et al., 2019).

Influence of Facilities on Public Satisfaction

This study reveals that the adequacy of facilities directly influences public satisfaction, emphasizing that well-maintained infrastructure, accessible technology, and comfortable spaces are crucial for delivering satisfactory public services. High-quality facilities contribute to a positive service experience by facilitating accessibility, comfort, and efficiency in service delivery, which supports the Disconfirmation of Expectations Theory; public satisfaction is enhanced when facilities meet or exceed citizen expectations (Chatterjee & Suy, 2019; Mok, 2020). This finding corroborates prior research indicating that quality public facilities significantly impact citizens' perceptions of service quality (Ismail & Azili, 2019; Setyorini et al., 2021).

Aligning with the SDL framework, this study underscores that facilities enable value co-creation between the government and citizens by providing the infrastructure necessary for efficient interactions. Properly managed facilities not only improve the ease of service access but also strengthen public trust in government institutions (Favero & Kim, 2020). Consequently, investments in public service facilities are pivotal in promoting a favorable perception of government services and enhancing public satisfaction, as confirmed by previous studies (Setyorini et al., 2021).

Influence of Servant Leadership on Service Innovation

The findings further reveal that servant leadership fosters service innovation, particularly in implementing technology-driven solutions such as barcode-based services. Leaders who prioritize service and empowerment create an environment that is conducive to developing and adopting innovative ideas that enhance service efficiency and accessibility. This relationship aligns with SDL, which advocates for co-creation in service innovation, allowing leaders to respond to the evolving needs of the community through technological advancements (Weng et al., 2023). These findings align with previous research, which highlights the role of servant leadership in creating an innovative work environment essential for sustainable public service improvement (Muafi & Azim, 2019; Sugianto & Turangan, 2021).

Servant leadership's impact on service innovation underscores its role in responsive public service delivery, where leaders actively support creative solutions that address public needs. In the context of barcode-based services, servant leaders enable more streamlined service delivery, enhancing public trust and satisfaction with governmental functions (Liu & Zhao, 2022). This study supports the assertion that servant leadership significantly contributes to fostering innovation within public services, enhancing service quality.

Influence of Facilities on Service Innovation

This study establishes that adequate facilities are instrumental in fostering service innovation by equipping employees with the necessary technological resources for implementing advanced service processes. Modern infrastructure and resources create a conducive environment for innovation, allowing employees to engage in efficient and creative service delivery. This finding supports SDL, where resource availability underpins value co-creation through innovative public service delivery (Favero & Kim, 2020). These results align with prior studies that underscore the critical role of facilities in fostering an innovative culture, particularly in public service contexts reliant on technological advancements (Ismail & Azili, 2019).

The availability of well-equipped facilities plays a crucial role in enabling public service innovations, aligning with the Disconfirmation of Expectations Theory, as facilities that support innovation contribute to services that meet or surpass public expectations, thereby improving satisfaction (Chatterjee & Suy, 2019; Mok, 2020). This study's findings confirm that investments in facility quality provide an essential foundation for developing and implementing service innovations that respond to public demands (Setyorini et al., 2021).

Influence of Service Innovation on Public Satisfaction

Service innovation, specifically through the implementation of barcode-based correspondence systems, significantly enhances public satisfaction by increasing service efficiency, accessibility, and transparency. This innovation reduces administrative time and enables easy document tracking, aligning with SDL by providing a co-creative service framework that engages citizens in the service process (Desmarchelier et al., 2019). Research supports the role of technology-based innovation in improving public satisfaction by expediting service and enhancing accuracy (Santosa, 2023).

Further supporting the Disconfirmation of Expectations Theory, service innovation meets or even exceeds citizen expectations, resulting in favorable perceptions of public services (Chatterjee & Suy, 2019). The adoption of technology-driven innovations underscores the need for public services to adapt to citizens' dynamic expectations for efficiency and modernity, thereby enhancing satisfaction (Safaat et al., 2022). These findings reinforce the importance of integrating technological advancements in public service delivery to maintain relevance and meet evolving public demands.

Influence of Servant Leadership on Public Satisfaction through Service Innovation

The study demonstrates that servant leadership indirectly impacts public satisfaction through its positive effect on service innovation. Leaders who prioritize community service encourage the adoption of innovative practices that enhance efficiency and responsiveness, ultimately improving public satisfaction. This relationship aligns with SDL, where innovation is a co-creative process enabled by

leadership that responds to community needs (Weng et al., 2023). The findings reinforce previous research suggesting that servant leadership not only directly impacts satisfaction but also fosters an environment conducive to innovation, enhancing service quality and public perception (Liu & Zhao, 2022; Santosa, 2023).

By fostering a culture that values innovation, servant leaders bridge the gap between traditional service delivery and modern expectations, creating services that exceed public expectations, in line with the Disconfirmation of Expectations Theory (Chatterjee & Suy, 2019). Servant leadership thus serves as a critical link in enhancing public satisfaction by facilitating innovative, responsive public services that align with citizens' evolving needs.

Influence of Facilities on Public Satisfaction through Service Innovation

This study reveals that adequate facilities indirectly enhance public satisfaction by supporting service innovation, providing the infrastructure necessary for technological advancements like barcode-based systems. Facilities that enable innovation allow government institutions to deliver responsive and efficient services, which positively influences public satisfaction. This finding aligns with SDL, where resource-supported innovation facilitates a co-created service experience that aligns with public expectations (Favero & Kim, 2020). Prior research corroborates this relationship, emphasizing the importance of facilities in fostering an environment conducive to innovative public service delivery (Ismail & Azili, 2019; Setyorini et al., 2021).

Furthermore, the alignment of facilities with the Disconfirmation of Expectations Theory suggests that investments in infrastructure enable public services to meet or exceed expectations, resulting in higher satisfaction. Facilities that support innovation streamline service delivery, enhancing accessibility and transparency, which ultimately elevates public satisfaction (Setyorini et al., 2021). This study reinforces the critical role of adequate facilities in enabling service innovations that improve the quality and efficiency of public services.

CONCLUSION

This study underscores the significant impact of servant leadership, workplace facilities, and service innovation on public satisfaction within public service delivery, specifically in the context of Jember Regency. The findings reveal that servant leadership directly enhances public satisfaction by fostering a culture of responsiveness, empathy, and ethical decision-making, aligning with the Disconfirmation of Expectations Theory. Additionally, adequate workplace facilities directly support public satisfaction by providing a comfortable, efficient, and accessible environment for service delivery. Furthermore, both servant leadership and facilities foster innovation, which, as evidenced by the study, serves as a crucial intermediary, positively affecting public satisfaction through improved service efficiency, accessibility, and transparency. The integration of technology-based innovations, such as barcode systems, exemplifies the importance of adapting public services to evolving citizen expectations, as highlighted by Service-Dominant Logic (SDL).

In light of these findings, several recommendations emerge for enhancing public satisfaction through improved leadership, facilities, and innovation. Firstly, it is recommended that local governments invest in training programs that promote servant leadership among public officials to cultivate a culture centered on community needs. Secondly, infrastructure investments should prioritize the development of modern, technology-enabled facilities that facilitate innovative solutions and streamline service delivery. Finally, fostering a continuous

culture of innovation is essential, with an emphasis on integrating digital tools that improve accessibility and service transparency.

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