

The Impact of Human Rights-Based Public Services, Human Resource Quality, and Service Procedures on Service Recipient Satisfaction, with Accessibility as a Mediating Variable at the Class II Non-TPI Palopo Immigration Office

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Abstract

Service recipient satisfaction within public service delivery is influenced by more than just administrative procedures; it is also shaped by the implementation of human rights-based service principles, the quality of human resources, and the effectiveness of service procedures. Human rights-based services promote justice and respect for individual dignity, while high-quality, well-integrated personnel are essential for ensuring professional and responsive service delivery. Additionally, streamlined and accountable service procedures contribute to minimizing bureaucratic barriers. Accessibility serves as a mediating variable, bridging these core components to promote inclusivity and eliminate discriminatory barriers, thereby enhancing overall satisfaction among service recipients. This study aims to empirically assess the influence of Human Rights-Based Services, Human Resource Quality, and Service Procedures on Service Recipient Satisfaction, with Accessibility acting as a mediating factor. A quantitative explanatory research design was employed, utilizing Structural Equation Modeling–Partial Least Squares (SEM-PLS) for analysis. The study involved both outer model testing (convergent validity and reliability) and inner model evaluation (R-square and path coefficient analysis), based on data collected from 95 respondents selected through a simple random sampling method. The findings indicate that all independent variables; Human Rights-Based Services, Human Resource Quality, and Service Procedures; significantly affect both Accessibility and Service Recipient Satisfaction. Furthermore, Accessibility is confirmed to mediate the relationship between these variables and service satisfaction ($p < 0.05$). These results highlight the critical role of inclusive, rights-oriented service frameworks and institutional capability in enhancing public satisfaction within the context of public administration.

Keywords: Accessibility; Human_Resources_Quality; Satisfaction; Human_Rights-based_Public_Services; Procedures

1. Introduction

Recipient satisfaction serves as a key performance indicator for public agencies in fulfilling their duties and service functions. High levels of satisfaction reflect the agency's ability to meet the expectations and needs of the community it serves [1]. Importantly, public satisfaction is not solely determined by the fulfillment of tangible service needs; intangible elements, such as courteous behavior and respectful interaction from service personnel, also play a critical role. These aspects shape the quality of interaction between service providers and recipients, fostering open and constructive communication. Customer satisfaction can be understood as a psychological response—either positive or negative, that arises when an individual compares their expectations with their perceptions of service performance. Several factors have the potential to influence this satisfaction, notably the implementation of Human Rights-Based Public Services, the quality and competence of Human Resources, and the procedural aspects of service delivery.

Public services represent a fundamental right of every citizen, ensuring access to fair, inclusive, and dignified treatment. A human rights-based approach to public service delivery emphasizes non-discrimination and responsiveness to the specific needs of vulnerable groups, including persons with disabilities, the elderly, and breastfeeding mothers. Key accessibility features—such as ramps, accessible waiting areas, designated toilets, and lactation rooms—serve as essential indicators of a rights-oriented service framework. According to Minister of Law and Human Rights Regulation No. 25 of 2023, Human Rights-Based Public Services (Pelayanan Publik Berbasis HAM or P2HAM) are designed to foster non-discriminatory, prompt, accurate, and high-quality service delivery. The regulation aims to strengthen performance accountability across public service units. P2HAM is grounded in core human rights principles, including universality, non-discrimination, and equal treatment irrespective of social status, religion, ethnicity, gender, language, political affiliation, or disability. Nevertheless, the practical realization of these principles requires strong accessibility measures. Without inclusive infrastructure—such as facilities accommodating individuals with disabilities, accessible information systems, and affordable, geographically reachable services—the goals of human rights-based public services risk being undermined in practice [2].

Human resources are fundamentally linked to the effectiveness of public service delivery. Their role within an agency is critical, given their direct involvement in operational activities and their substantial contribution to enhancing institutional competence in pursuit of organizational objectives. The quality of human resources directly influences the agency's ability to perform efficiently and meet its predetermined goals. Conversely, inadequate or underperforming human resources can significantly impede the agency's capacity to fulfill its mission and deliver quality services [3]. In the context of government agencies, human resources are predominantly comprised of ASN (Civil servant) personnel. ASN employees are Indonesian citizens who have been officially designated and appointed by authorized government bodies to occupy public positions in accordance with prevailing laws and regulations. These individuals serve as key agents of the state apparatus, entrusted with delivering public services in a manner that is professional, honest, trustworthy, fair, and responsive to the needs of the populace. Furthermore, a high level of human resource competence plays a crucial role in narrowing the gap between established service standards and the actual service experience encountered by the public. Enhanced competency also contributes to improving accessibility—particularly in terms of effective communication, prompt service delivery, and the accuracy of information dissemination [4].

Empirical studies have consistently demonstrated that the quality of human resources in public service—encompassing competence, professional attitude, and ethical conduct—has a significant influence on public satisfaction. These human resource dimensions are critical determinants of service quality and institutional credibility. For instance, a study conducted in Cimahi found that both human resource competence and the overall quality of public service delivery had a positive and measurable impact on community satisfaction levels [5]. The quality of public services has consistently been identified as a key determinant in enhancing service recipient satisfaction. Empirical studies conducted in various regions—including Kendangsari

Village in Surabaya, Sekaran District in Lamongan, and the Population Service Office of North Padang Lawas—have all demonstrated a positive and statistically significant relationship between service quality and public satisfaction. This correlation can be attributed to the inherent potential of human resources, which can be continuously developed and optimized through active participation in work-related activities, thereby improving both service performance and responsiveness.

Improving the quality of public services requires not only competent human resources but also the implementation of simple, transparent, and clearly structured service procedures that align with the needs and expectations of service recipients. Well-defined procedures are essential for ensuring that public service providers deliver consistent and high-quality services, thereby enhancing perceived value and user satisfaction. Conversely, complex and ambiguous procedures often become significant barriers to service accessibility—particularly for individuals with limited resources, lower educational attainment, or mobility constraints. In the absence of clear procedural guidance, public services risk falling substantially short of community expectations, resulting in a heightened expectation-performance gap. To address this, service procedures must uphold key principles such as simplicity, clarity, timeliness, accuracy of outcomes, infrastructure readiness, security, ease of access, and user comfort. These elements are critical not only for guiding institutional practices but also for fostering trust and satisfaction among service recipients throughout the implementation process. [6]

Based on the aforementioned discussion, accessibility emerges as a critical mediating factor that helps explain the relationship between human rights-based services, the quality of human resources, and service procedures in influencing recipient satisfaction. This study aims to empirically examine the extent to which these three independent variables—Human Rights-Based Services, Human Resource Quality, and Service Procedures—impact service recipient satisfaction, with Accessibility functioning as an intervening variable in the relationship.

2. Methodology

This study adopts a quantitative approach with an explanatory research design, aimed at identifying and explaining the causal relationships between key variables. The analytical technique employed is Structural Equation Modeling using the Partial Least Squares (SEM-PLS) method, which is suitable for testing complex models involving latent constructs. The research focuses on evaluating service recipients' perceptions of Human Rights-Based Public Services, Human Resource Quality, and Service Procedures, in relation to Accessibility as a mediating variable. Data were collected to test the proposed hypotheses and provide empirical insights into the effectiveness of public service delivery mechanisms. The population of this study comprises all individuals who utilized immigration services at the Class II Non-TPI Palopo Immigration Office during the research period, which spanned from June to August 2025. According to agency data, the office receives approximately 800–1000 visitors every three months, accessing various immigration services. Data were obtained through a structured questionnaire utilizing a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The survey was disseminated in-person through a Google Form link shared with respondents during official service hours. A simple

random sampling technique was employed from a population of 1,000 service users. The sample size was calculated using the Slovin formula, with a 95% confidence level ($\alpha = 0.05$) and a 10% margin of error, resulting in a minimum required sample of 91 respondents. To enhance data reliability and account for potential non-response or incomplete entries, the final sample size was increased to 95 respondents.

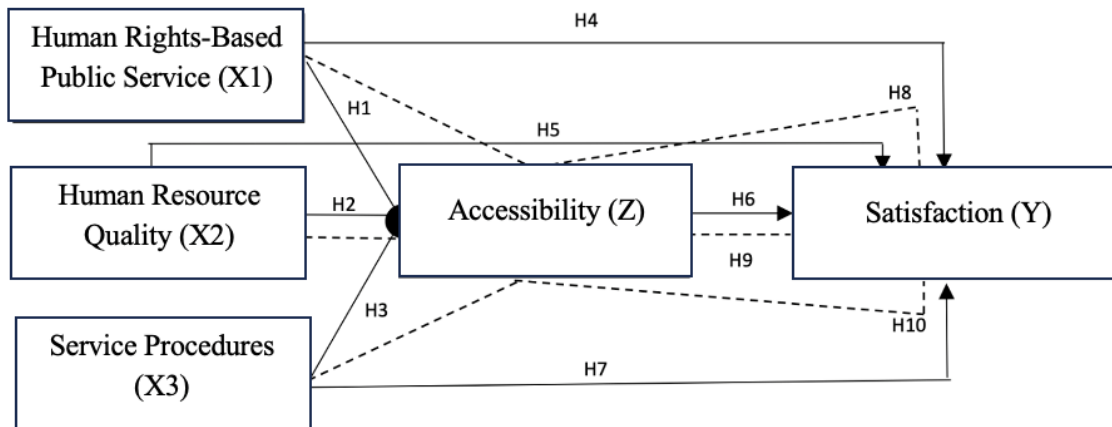


Figure 1. Research Concept Framework

This study proposes a set of ten hypotheses to examine the direct and indirect relationships among the key variables. First, it is hypothesized that Human Rights-Based Services (X1), Human Resource Quality (X2), and Service Procedures (X3) each have a significant influence on Accessibility (Z) (H1, H2, H3). Furthermore, it is suspected that these three independent variables—Human Rights-Based Services, HR Quality, and Service Procedures—also have a direct impact on Service Recipient Satisfaction (Y) (H4, H5, H7). In addition, Accessibility (Z) itself is hypothesized to have a significant effect on Service Recipient Satisfaction (Y) (H6). Finally, the study also explores the mediating role of Accessibility in the relationship between each of the three independent variables and Service Recipient Satisfaction. Specifically, it is assumed that Accessibility mediates the effect of Human Rights-Based Services (H8), HR Quality (H9), and Service Procedures (H10) on service satisfaction outcomes.

The data analysis in this study was conducted using Structural Equation Modeling with Partial Least Squares (SEM-PLS), facilitated by the SmartPLS software. The analytical process followed a series of structured stages. First, the Outer Model Analysis was performed to assess Convergent Validity and Reliability, with indicators evaluated using Cronbach's Alpha and Composite Reliability, both of which must exceed a threshold of 0.70 to be considered acceptable. Subsequently, the Inner Model Analysis was carried out to evaluate the model's predictive capability and test the proposed hypotheses. This stage involved the R-Square Test (to assess the model's explanatory power), the Path Coefficient Test (to evaluate direct effects and test hypotheses), and the Indirect Effect Test (to assess mediation effects through the intervening variable). Finally, conclusions were drawn based on the results of the hypothesis testing, using the

t-statistic and p-value as criteria. A hypothesis was considered statistically supported if the t-statistic exceeded 1.96 and the p-value was less than 0.05, indicating significance at the 5% level.

3. Results and Discussion

3.1. Results

Based on the data collected from all respondents, the following description of the respondent characteristics was obtained;

Outer Model Analysis

Table 1. Respondent Description

Characteristics	Frequency	Percentage
Gender		
Man	61	64.21%
Woman	34	35.79%
Age		
20-30 years	33	34.74%
31-40 years	27	28.42%
41-50 years	20	21.05%
>50 years	15	15.79%
Education		
High School/Vocational School	40	42.11%
Diploma	18	18.94%
S1	32	33.69%
Masters/Doctoral Degree	5	5.26%
Type of Service		
Passport	78	82.11%
Foreigners	1	1.05%
Other	16	16.84%

Based on the table above, the number of male respondents (64.21%) is greater than the number of female respondents (35.79%). The age group dominated by those aged 20-30 (34.74%). In terms of education, high school/vocational school graduates dominated (42.11 %). The type of immigration service requested was predominantly passport services at 82.11%.

Convergent Validity Test

The results of the outer model analysis show that all indicators have a loading factor > 0.7, indicating good convergent validity.

Table 2. Variable Factor Loadings

Analys s	Human Rights-Based Public Services				Human Resources Quality				Service Procedures				Accessibility				Satisfaction			
	X1.1	X1.2	X1.3	X1.4	X2.1	X2.2	X2.3	X2.4	X3.1	X3.2	X3.3	X3.4	Z1	Z2	Z3	Z4	Y1	Y2	Y3	Y4

Analisis	Human Rights-Based Public Services				Human Resources Quality				Service Procedures				Accessibility			Satisfaction				
Loading Factor	0.846	0.879	0.899	0.835	0.837	0.906	0.836	0.823	0.851	0.938	0.759	0.757	0.823	0.886	0.905	0.863	0.732	0.853	0.846	0.762
Status	VALID				VALID				VALID				VALID			VALID				

Table 2 shows that all variables were deemed valid in the convergent validity test (>0.70). This indicates that the data obtained were consistent, had minimal bias, and could accurately describe the research results.

Reliability Test

Based on the table below, all variables show Cronbach's Alpha and Composite Reliability values > 0.7 and AVE > 0.5 , indicating that the research instrument is reliable and valid.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	AVE	Status
Human Rights-Based Public Services	0.888	0.890	0.748	Reliable
Human Resources Quality	0.873	0.880	0.724	Reliable
Service Procedures	0.853	0.916	0.688	Reliable
Accessibility	0.892	0.894	0.756	Reliable
Service Recipient Satisfaction	0.812	0.824	0.640	Reliable

Inner Model Analysis

The following is a conceptual framework for the research which is also a graphical display of the SEM model.

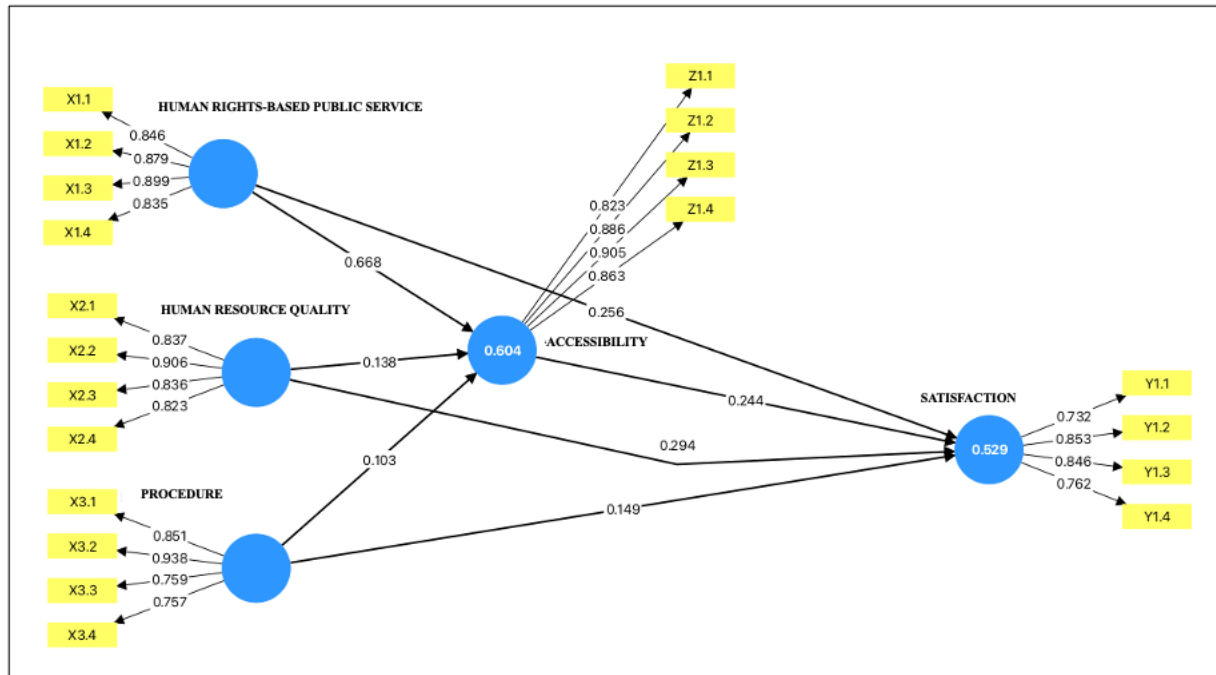


Figure 2. SEM Model

R-square test

The R-Square value shows that the model is able to explain 60.4% of the variance in accessibility and 52.9% of the variance in service recipient satisfaction.

Table 4. R-square value

Variables	R-square	R-square adjusted
Accessibility	0.604	0.591
Service recipient satisfaction	0.529	0.510

Hypothesis Testing

a. Direct Effect Hypothesis Test

Table 5. Results of the Direct Effect Hypothesis Test

Hypothesis	Variables	T-Statistics	P-value	Results
H1	Human Rights Services -> Accessibility	6,584	0.000	Accepted

Hypothesis	Variables	T-Statistics	P-value	Results
H2	Human Resources Quality -> Accessibility	3,046	0.003	Accepted
H3	Procedure -> Accessibility	2,093	0.039	Accepted
H4	Human Rights Services -> Satisfaction	4,721	0.027	Accepted
H5	Human Resources Quality -> Satisfaction	4,550	0.000	Accepted
H6	Accessibility -> Satisfaction	2,585	0.011	Accepted
H7	Procedure -> Satisfaction	2,453	0.0016	Accepted

Based on this table, all variables are proven to have a direct influence on satisfaction and accessibility.

b. Indirect Effect Hypothesis Test

Table 6. Results of the Indirect Effect Hypothesis Test (Mediation)

Hypothesis	Variables	T-Statistics	P-value	Results
H8	Human Rights Services -> Accessibility -> Satisfaction	2,207	0.030	Accepted
H9	Human Resources Quality -> Accessibility -> Satisfaction	4,062	0.001	Accepted
H10	Procedure -> Accessibility -> Satisfaction	4,199	0.000	Accepted

Based on the table above, all indirect influence test results for each variable were proven to be effective. Therefore, accessibility successfully mediated the variables of human rights-based services, human resource quality, and procedures in increasing recipient satisfaction.

3.2. Discussion

3.2.1 The Influence of Human Rights-Based Public Services, Human Resources Quality and Service Procedures on Accessibility

The findings of this study reveal that the implementation of Human Rights-Based Public Services at the Class II Non-TPI Palopo Immigration Office exerts a significant positive effect on service accessibility. This suggests that as the adherence to human rights principles in service

delivery improves, so too does the level of accessibility experienced by the public. This result aligns with the core tenets of the human rights-based approach to public services, which prioritizes non-discrimination, transparency, accountability, and participation. Supporting this, a policy analysis by the United Nations University underscores that non-discrimination is central to reducing exclusion in public service systems. Discriminatory practices are identified as one of the most substantial barriers to equitable service access, making inclusive and rights-oriented service design essential for ensuring accessibility for all segments of the population [7]. The results of this study reinforce the proposition that the comprehensive application of human rights principles within public service delivery can lead to substantial enhancements in service accessibility. Embedding these principles fosters a more inclusive service environment that accommodates all societal groups, particularly vulnerable populations such as persons with disabilities, the elderly, and pregnant women. At the Class II Non-TPI Palopo Immigration Office, the adoption of a Human Rights-Based Service Model has demonstrably improved accessibility through the provision of disability-friendly infrastructure, transparent dissemination of information, and non-discriminatory procedural frameworks. This approach is in accordance with the provisions outlined in Minister of Law and Human Rights Regulation No. 25 of 2023, which mandates the integration of legal and human rights norms into public service practices. Moreover, these findings are supported by empirical evidence that validates the effectiveness of a human rights-based framework in enhancing the inclusivity and reach of public services, thereby fulfilling both regulatory mandates and public expectations [2].

In addition, the findings demonstrate that Human Resource Quality has a significant positive influence on service accessibility. This suggests that well-trained, competent, and responsive personnel can play a pivotal role in enhancing the ease with which the public accesses services. High-quality human resources contribute not only to procedural efficiency but also to effective communication, responsiveness to diverse user needs, and the delivery of inclusive and equitable services [8]. Furthermore, this research finding aligns with a 2021 study that showed that professional competence has a positive impact on the service quality dimension, through accessibility as a bridge in improving service quality [9]. While accessibility is often primarily associated with infrastructure, institutional systems, and policy frameworks, this study affirms that these structural elements must be complemented by competent and responsive human resources to fully realize inclusive service delivery [10]. The presence of adequate facilities and support systems, when coupled with skilled personnel, significantly enhances the accessibility of public services. Thus, a synergistic relationship exists between the physical and systemic components of accessibility and the human resource capacity responsible for implementing them effectively.

The results also indicate that the Service Procedure variable exerts a significant influence on accessibility. This finding underscores the importance of simplifying administrative processes as a strategic approach to improving public access to services. In the context of public service delivery, particularly in areas such as social benefits and welfare programs, research has shown that minimizing procedural complexity and reducing administrative burdens can substantially enhance service reach and participation. This is especially critical for vulnerable populations, who

are disproportionately affected by bureaucratic barriers. Streamlined procedures therefore play a vital role in promoting inclusive access and ensuring equitable service delivery [11]. Other research also shows that even small burdens such as complicated scheduling or multiple administrative requirements can hinder service use [12]. Therefore, any process simplification has the potential to significantly improve the accessibility of public services.

The findings from the Class II Non-TPI Palopo Immigration Office reinforce the conclusion that Human Rights-Based Public Services, Human Resource Quality, and Service Procedures each exert a significant and positive influence on service accessibility. Collectively, these variables represent a systemic and integrative approach to designing public services that are both inclusive and responsive to community needs. The implementation of human rights-based services in this context extends beyond the provision of disability-friendly infrastructure and transparent information systems; it also involves the development of institutional capacity through ongoing training and competency enhancement for service personnel. In parallel, the simplification of service procedures—including the reduction of administrative burdens and the digitalization of service processes—has facilitated broader access to services, particularly for vulnerable populations. Statistical evidence supports the conclusion that addressing these three dimensions in a holistic and coordinated manner fosters a public service environment that is accessible, comprehensible, and equitable. This synergy not only enhances operational efficiency but also promotes fairness in the distribution of public services. Ultimately, the alignment of human rights principles, professional human resources, and streamlined service processes forms a critical foundation for building inclusive and equitable access to immigration services.

3.2.2 The Influence of Human Rights-Based Public Services , Human Resources Quality, Service Procedures and Accessibility on Satisfaction

Human rights-based public services have a significant impact on recipient satisfaction. This indicates that the implementation of human rights principles in public services directly increases public satisfaction. The results of this study are in line with other studies showing that innovations in participation, accountability, and transparency (including inclusion of marginalized groups) in Indonesian cities are associated with higher citizen satisfaction with municipal services [13]. This study aligns closely with public service theory, which underscores the importance of delivering services in a manner that is fair, transparent, and non-discriminatory to enhance public satisfaction. Citizens report greater satisfaction when they are treated with respect and their fundamental rights as service recipients are acknowledged and upheld. At the Class II Non-TPI Palopo Immigration Office, the implementation of human rights-based service principles has been shown to effectively increase satisfaction levels. This is achieved through the consistent application of non-discrimination, transparent information sharing, staff accountability, and the facilitation of public participation in the service process. These elements collectively contribute to a more responsive, equitable, and citizen-centered service environment.

The quality of human resources also has a significant influence on the satisfaction of service recipients, indicating that quality personnel are able to provide satisfactory services to the

community. Langkana et al. in a regional study of Indonesia found that employee competence and character have a positive and significant effect on HR readiness. In addition, other research in North Sumatra shows the importance of HR quality in increasing public service satisfaction [14]. Personnel equipped with technical competence, effective communication skills, a professional demeanor, and a responsive attitude toward community needs have been empirically shown to enhance service recipient satisfaction. High-quality human resources are reflected in the ability of staff to clearly articulate service procedures, deliver service in a courteous and professional manner, and actively respond to public inquiries, complaints, and suggestions. Such attributes contribute to building trust and satisfaction among service users, reinforcing the critical role of human resources in the delivery of citizen-centered public services.

Accessibility variables have a significant effect on the satisfaction of service recipients, indicating that ease of access to services is an important factor in determining public satisfaction. In the Mymensingh City Corporation case study, the level of satisfaction of service recipients was identified using a time, cost, and visit model, indicating the importance of the accessibility dimension in determining service satisfaction [15]. This study is also consistent with the multidimensional framework of accessibility, which encompasses physical, informational, economic, and temporal dimensions [16]. It further aligns with public service theory, which emphasizes the critical role of accessibility in enhancing overall service quality. Public satisfaction is significantly influenced by the ease with which services can be accessed across these dimensions. At the Class II Non-TPI Palopo Immigration Office, accessibility is exemplified by several key features: the geographic convenience of the service location, the availability of clear and comprehensible information, affordable service costs, and operating hours aligned with community needs. These factors collectively contribute to creating a service environment that is inclusive, efficient, and responsive to the diverse needs of the public.

Service procedures can also influence recipient satisfaction. Empirical studies in Indonesia recommend the publication of service requirements, clear procedures, and process flows to maintain quality and anti-corruption positions and support consumer satisfaction, indicating that procedural clarity is associated with higher satisfaction [17][18]. Other research shows that standard operating procedures (SOPs) have a significant effect on public satisfaction in the context of one-stop integrated services in Gunung Sahari Utara Village [19].

This study conclusively demonstrates that at the Class II Non-TPI Palopo Immigration Office, the integration of Human Rights-Based Public Services, Human Resource Quality, Service Procedures, and Accessibility exerts a simultaneous and significant influence on service recipient satisfaction. The findings affirm that public satisfaction is not the product of a single factor, but rather the outcome of a multi-dimensional, interconnected framework that collectively shapes the quality of service delivery. The implementation of human rights principles—including non-discrimination, transparency, and accountability—fosters a service environment that respects and upholds the dignity and rights of citizens. At the same time, high-quality human resources, characterized by technical competence and professional conduct, reinforce the effectiveness and responsiveness of service interactions. The simplification of service procedures further reduces

bureaucratic complexity, making services easier to understand and more accessible. Meanwhile, accessibility across physical, informational, and temporal domains ensures that services are equitably available to all population segments, including marginalized groups. Together, these four dimensions create a cohesive, inclusive, and citizen-centered public service model. The study highlights the importance of a holistic approach to public administration—one that prioritizes rights, responsiveness, efficiency, and equity as foundational pillars for enhancing service recipient satisfaction.

3.3 The Influence of Accessibility Mediation

3.3.1 Mediation of Human Rights-Based Services on Satisfaction through Accessibility

The results of this study reveal that Accessibility functions as a mediating variable in the relationship between Human Rights-Based Public Services and Service Recipient Satisfaction. This indicates that while human rights-based services have a direct impact on satisfaction, their influence is also indirectly channeled through improvements in accessibility. In other words, the implementation of human rights principles—such as non-discrimination, transparency, and accountability—enhances the accessibility of public services, which subsequently elevates citizens' levels of satisfaction. Although existing literature does not extensively explore accessibility as a formal mediating variable in the human rights–satisfaction nexus, there is conceptual and empirical support for this mechanism. For instance, a study conducted within the Kakamega County Government in Kenya reported a significant direct effect of transparency—a core human rights principle—on the quality of public service delivery. This supports the notion that rights-based reforms contribute to better service environments, particularly when accessibility factors are strengthened [20]. This study reinforces the argument that human rights principles, particularly transparency, have a substantial impact on various service elements that enhance accessibility, thereby contributing to higher citizen satisfaction. By fostering non-discriminatory practices and open access to information, transparency supports the creation of more inclusive and equitable public service systems. Further supporting the relevance of mediating variables in public service research, prior studies—such as those in the field of e-government—have identified the mediating roles of service innovation and perceived corruption in the relationship between digital governance and citizen satisfaction. These findings highlight that mediators play a critical role in elucidating the mechanisms through which reforms and service innovations influence public perceptions and satisfaction levels. In this context, accessibility functions similarly, serving as a key explanatory pathway between the implementation of human rights-based services and overall satisfaction outcomes [21]. Although the context or variables are different, the partial mediation pattern found is consistent with the findings of this study.

3.3.2 Mediation of Human Resource Quality on Satisfaction through Accessibility

The findings indicate that Accessibility significantly mediates the relationship between Human Resource (HR) Quality and Service Recipient Satisfaction. This suggests that the influence

of HR quality on public satisfaction is both direct and indirect, with the latter operating through enhanced accessibility. Competent, well-trained, and professional personnel contribute to accessibility by effectively communicating service procedures, responding promptly to user needs, and facilitating smoother service delivery. These capacities ultimately make public services easier to navigate and more inclusive. As accessibility improves, it exerts a positive and significant effect on recipient satisfaction. This outcome is in line with public service theory, which identifies accessibility as a central determinant of perceived service quality. Moreover, this finding reinforces prior empirical evidence indicating that the competence and readiness of civil servants can significantly enhance service quality through the optimization of accessibility-related dimensions [14]. Thus, accessibility is proven to function as an effective intervening variable, bridging the influence of HR quality on service satisfaction empirically and theoretically.

3.3.3 Mediation of Service Procedures on Satisfaction through Accessibility

The study provides evidence that Accessibility serves as a significant mediating variable in the relationship between Service Procedures and Service Recipient Satisfaction. While simplified and well-structured service procedures have a direct positive effect on satisfaction, they also exert an indirect influence by enhancing the accessibility of services. When procedures are designed to be **user-friendly**—such as through reducing administrative steps, streamlining requirements, and clearly outlining service flows—they contribute to a heightened public perception of ease of access. This improved accessibility, in turn, acts as a critical pathway that fosters greater satisfaction with public services. Statistical analysis confirms the mediating role of accessibility, showing significant effects in both the path from service procedures to accessibility, and from accessibility to satisfaction. These findings reinforce the theoretical framework of public service delivery, which identifies accessibility as a core dimension in the development of high-quality, citizen-centered services [10]. Furthermore, it is also in line with previous studies that emphasize that the effectiveness of service procedures often lies not only in the content of the procedure, but also in the procedure's ability to facilitate public access to services.

4. Conclusion

This study concludes that Human Rights-Based Public Services, Human Resource Quality, and Service Procedures each have a significant effect on service accessibility, and collectively influence Service Recipient Satisfaction at the Class II Non-TPI Palopo Immigration Office. The implementation of human rights principles, the enhancement of staff competencies, and the simplification of procedural requirements have been empirically validated as drivers of inclusive, efficient, and accessible public service delivery. Moreover, Accessibility has been statistically confirmed as a significant mediating variable in the relationship between these three factors and recipient satisfaction. This indicates that effective service procedures, human rights-oriented practices, and competent personnel increase satisfaction primarily by enhancing ease of access—both physically and operationally. These findings underscore the importance of adopting a

systemic, user-centered approach to public service reform, one that aligns institutional practices with the principles of equity, accessibility, and responsiveness across all government agencies.

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