

THE INFLUENCE OF HUMAN RESOURCE COMPETENCE AND INTERPERSONAL COMMUNICATION ON SERVICE QUALITY AND ITS IMPLICATIONS FOR PUBLIC SATISFACTION AT THE WEST JAVA PROVINCIAL MANPOWER AND TRANSMIGRATION OFFICE

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Abstract

Public services in the employment sector face increasingly complex challenges along with rising public demands for fast, transparent, and high-quality services. This condition is also evident in West Java Province, which has a large labor force and relatively high unemployment rate, placing the West Java Provincial Manpower and Transmigration Office (Disnakertrans) in a strategic yet highly pressured position. Although the Community Satisfaction Index indicates a very good category, there remains a gap between formal evaluations and the actual public perception of the services received. This study aims to analyze the influence of human resource competence and interpersonal communication on service quality and its implications for public satisfaction. The research employed an associative quantitative method with a cross-sectional design. A sample of 233 respondents was determined using the Slovin formula from a population of 553 service users. Data were collected through questionnaires and analyzed using path analysis with SPSS. The results show that human resource competence and interpersonal communication have a significant effect on service quality, and service quality has a significant effect on public satisfaction. Service quality is proven to mediate the effect of human resource competence and interpersonal communication on public satisfaction.

Keywords: *Human Resource Competence, Interpersonal Communication, Service Quality, Public Satisfaction*

INTRODUCTION

According to the Ministry of Manpower of the Republic of Indonesia (2023), employment issues and the quality of public services are a primary concern for the government in supporting national development. High unemployment rates and public demands for faster, more transparent, and accountable employment services require improvements in service quality in various regions, including West Java. A 2023 report from the Central Statistics Agency (BPS) shows that West Java is one of the provinces with the largest workforce in Indonesia, with an open unemployment rate of 7.9 percent, higher than the national average. However, there is an interesting phenomenon in the context of public services in West Java. According to the West Java Manpower and Transmigration Office's Public Satisfaction Index (IKM) report from 2019–2023, the results consistently showed scores above 90, which is categorized as excellent. However, in reality, the public still frequently voices dissatisfaction with employment services. For example, on September 3, 2024, the public held a demonstration in front of the West Java Regional People's Representative Council (DPRD), demanding improvements in employment services and addressing unemployment issues. This situation indicates a gap between formal satisfaction reports and actual public perceptions of services.

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The following table presents the results of the preliminary study (pre-survey) conducted by 26 respondents from the Bogor Manpower and Transmigration Office.

Variablel	Dimensionssi	Skor Answer									
		5		4		3		2		1	
		F	%	F	%	F	%	F	%	F	%
KHR competency (X1) Spencer & Spencer in Maulana, AB, & Hermana, C. (2021)	Motivation	2	7.7	2	7.7	18	69.2	4	15.4	0	0
	Topersonal	2	7.7	4	15.4	16	61.5	4	15.4	0	0
	Kself-concept	1	3.8	4	15.4	15	57.7	6	23.1	0	0
	Peknowledge	0	0	4	15.4	17	65.4	5	19.2	0	0
	Keterampilan	1	3.8	3	11.5	18	69.2	4	15.4	0	0

Source: Researcher's preliminary study, 2025

Based on the results of the questionnaire recapitulation from all respondents, it was found that each dimension of employee competency, including motivation, personality traits, self-concept, knowledge, and skills, tended to receive positive assessments. This indicates that respondents generally assessed employees as having good work motivation, professionalism, positive self-concept, a good understanding of tasks and work procedures, and demonstrating skills that support their service delivery to the public.

Variablel	Dimensionssi	Skor Answer									
		5		4		3		2		1	
		F	%	F	%	F	%	F	%	F	%
Kinterpersonal communication (X2) DeVito in Mahdar and Satyadharma, 2023	Keterma'amkaa	0	0	4	15.4	16	61.5	6	23.1	0	0
	Emstarch	1	3.8	5	19.2	15	57.7	5	19.2	0	0
	Sikap Support	0	0	5	19.2	17	65.4	4	15.4	0	0
	Sikap Positive	0	0	6	23.1	14	53.8	6	23.1	0	0
	Equalitytn	1	3.8	5	19.2	15	57.7	5	19.2	0	0

Source: Researcher's preliminary study, 2025

Based on the summary results, each dimension of interpersonal communication was rated as quite good. The majority of respondents gave a score of "3" (adequate), followed by a small number who gave a score of "4" (good). This indicates that officers have strived to establish open, empathetic, supportive, positive, and equal communication, although there is still room for improvement in optimizing the quality of interactions. Furthermore, interpersonal communication contributes significantly to the effectiveness of collaboration between work units and between job levels within an organization. A study entitled "The Role of Interpersonal Communication in Enhancing Teamwork Effectiveness in the Digital Era" shows that in the digital age, openness, empathy, and support among team members are determining factors in how teams can work together effectively. With open and empathetic communication, the potential for conflict and miscommunication can be reduced, allowing teams to achieve more optimal results in serving the public or other stakeholders (Sanmas, et al., 2023).

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Variable	Dimensions	Skor Answer									
		5		4		3		2		1	
		F	%	F	%	F	%	F	%	F	%
Kquality of service (Y) SERVQUAL Parasurama Model in Pasolong (2022)	Tangibles	3	11.5	5	19.2	15	57.7	3	11.5	0	0
	Reliability	2	7.7	6	23.1	13	50	5	19.2	0	0
	Responsiveness	2	7.7	4	15.4	13	50	6	23.1	1	3.8
	Assurance	2	7.7	6	23.1	14	53.8	4	15.4	0	0
	Empathy	2	7.7	5	19.2	16	61.5	3	11.5	0	0

Source: Researcher's preliminary study, 2025

Based on the results of the table above, it can be seen that overall, these results indicate that public perception of the quality of service from the West Java Provincial Manpower and Transmigration Office is in the good category, with a tendency to be sufficient, although there is still a need for improvement in the aspects of responsiveness and service reliability. This condition indicates that the Disnakertrans service has generally met the expected basic standards. This illustrates that the quality of service is already considered satisfactory, although there are still aspects that can be improved, especially in the accuracy of service, responsiveness of officers, and consistency in maintaining overall service quality. Public Satisfaction is an important outcome variable because it reflects how well the public Based on the results of a preliminary study of 26 respondents from the public who use the services of the Manpower and Transmigration Office (Disnakertrans) of West Java Province, Based on the results of a pre-survey of 26 respondents of Bogor Disnakertrans employees, it was obtained that the three main research variables such as HR competency, interpersonal communication, and service quality, which in general have been in the fairly good category, while the public satisfaction variable showed quite satisfactory results. In the HR competency variable, respondents assessed that employees have adequate motivation, knowledge, and work skills, but several aspects such as self-concept and adaptability to job demands can still be improved.

Therefore, this research is crucial for an in-depth analysis of the influence of human resource competency and interpersonal communication on service quality and its implications for public satisfaction at the West Java Manpower and Transmigration Office. The research findings are expected to serve as a basis for formulating strategies to improve public services in the employment sector, thereby addressing the challenges of high unemployment and increasing public demand for quality services. Based on the problem identification that has been explained previously, the problem formulation in this research is as follows, how is the implementation of HR competency, interpersonal communication, service quality, and public satisfaction at the Manpower and Transmigration Service of West Java Province, how big is the influence of HR competence on the quality of service at the Manpower and Transmigration Service of West Java Province and then how big is the indirect influence of interpersonal communication on public satisfaction through the quality of service at the Manpower and Transmigration Service of West Java Province.

LITERATURE REVIEW

1. Management Theory

Management is a process that involves coordinating and supervising various activities within an organization to achieve predetermined goals effectively and efficiently (Utama et al., 2024). Yusuf et al., (2023) defines management as the process of forecasting, planning, organizing, commanding (giving orders), coordinating, and controlling in an effort to achieve organizational goals. Management is seen as a comprehensive activity that is present in all forms of human endeavor, whether household, business, or government, and functions to formulate major plans, coordinate workforce, and direct organizational efforts so that goals can be achieved effectively (Dheeraj, Shringi & Shrivastava, 2023).

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2. Human Resource Management

According to Rubi (2024), human resource management is a series of human resource management activities that focus on practices, policies, and management functions such as planning, organizing, directing, and supervising to achieve organizational goals effectively and efficiently. Human resource management includes the process of procuring labor, developing competencies, providing compensation, maintaining employment relationships, and terminating employment relationships, all of which are directed at maximizing the contribution of labor to the success of the organization.

3. HR Competence

According to Spencer & Spencer (in Martini et al., 2024), human resource competency is understood as the fundamental characteristics possessed by an individual, encompassing knowledge, skills, and attitudes. These characteristics have a direct causal relationship with the level of effectiveness and excellence of a person's performance in their work. In research conducted by Firstanto, Munjin, & Ramdani (2023), human resource competency is defined as the ability or capacity of human resources encompassing aspects of knowledge, skills, attitudes, and behavior.

4. Interpersonal Communication

Communication comes from the Latin word *communis*, meaning "equal," or in English, "common." By communicating, a person seeks to create a shared attitude and understanding with others. Communication between members of an organization influences their performance (Yuliaty, 2021). Literally, communication can be defined as the process of connecting or establishing relationships. Experts argue that communication is the process of sending and receiving symbols that have specific meanings. This means that communication is the activity of conveying information and understanding using mutually understood signs. Nelson and Quick (in Fajar, Baniwi, & Mulyadi, 2022)

5. Quality of Service

Service can be defined as the activity of a person, group or organization, either directly or indirectly, to meet customer needs (Pasolong, 2022). According to Law Number 25 of 2009 concerning Public Services, service is defined as an activity or series of activities in order to fulfill the needs of citizens for goods, services, and/or administrative services provided by the organizer.

METHOD

1. Methods Used

This study uses an associative quantitative approach, aiming to identify and analyze the relationship between the independent variables—digital transformation, digital competence, and knowledge sharing—and the dependent variable—digital service quality. This approach was chosen because it is suitable for testing hypotheses and measuring the strength of the relationship between variables through quantitative instruments and systematic statistical calculations. According to Sugiyono (2022), an associative quantitative approach is used to examine the relationships or influences between variables in a population or sample, utilizing standardized data collection instruments and statistically analyzing the results. Furthermore, associative research aims to explain causal, symmetrical, or reciprocal relationships between two or more predetermined variables.

2. Data Types

The type of data used in this study is quantitative. (Sugiyono, 2021) explains that quantitative data is data in the form of numbers or can be measured quantitatively. This data is in the form of numbers and is often used for mathematical calculations or statistical analysis. Similarly, in this study, respondents' answers regarding compensation, social environment, work motivation, and employee performance will be converted into numbers based on a Likert scale consisting of the numbers 5, 4, 3, 2, and 1, corresponding to each answer category.

3. Operationalization of Variables

To obtain accurate data that aligns with the research objectives, each variable in this study was operationalized into several dimensions and indicators that can be measured quantitatively. This operationalization of variables aims to facilitate data collection and analysis using a Likert-based questionnaire instrument. This study consists of two independent variables, one mediating variable, and one dependent variable: HR Competence

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(X1), Interpersonal Communication (X2), Service Quality (Y), and one dependent variable, namely Customer Satisfaction (Z). Each variable is described based on relevant theories.

RESULTS AND DISCUSSION

Analysis Results

This section presents the results of data analysis based on responses from 233 respondents, namely community users of the West Java Provincial Manpower and Transmigration Office services. Data analysis was conducted through two main stages, namely descriptive analysis and inferential analysis. Descriptive analysis aims to provide a general overview of the characteristics of respondents and their perceptions of each of the variables studied, namely Human Resource Competence (X1), Interpersonal Communication (X2), Service Quality (Y), and Community Satisfaction (Z). The results of the descriptive analysis are presented in the form of a frequency distribution table, percentage, average value (mean), and categorization based on a five-point Likert scale, so as to illustrate the research trend.

Respondent profile

This section presents the demographic characteristics of the respondents who participated in this study. The respondents in this study numbered 233 people, namely community users of the West Java Provincial Manpower and Transmigration Office services. Respondents were selected using a non-probability sampling technique using accidental sampling, namely respondents who directly used the service and were willing to complete the research questionnaire. Data were obtained through an online questionnaire and analyzed to provide an initial overview of the respondents' profiles as research subjects.

Respondent Demographic Profile

Characteristics	Frequency (Percentage)
Gender	
Man	107 (45.92%)
Woman	126 (54.08%)
Age	
< 20 Years	37 (15.88%)
> 50 Years	12 (5.15%)
21 - 30 Years	85 (36.48%)
31 - 40 Years	73 (31.33%)
41 - 50 Years	26 (11.16%)
Last education	1 (0.43%)
Elementary School, Middle School, High School/Vocational School, Diploma 3	15 (6.44%)
S1	95 (40.77%)
S2	30 (12.88%)
S3	87 (37.34%)
	2 (0.86%)
	3 (1.29%)
Current Job	42 (18.03%)
Work part time / freelance	62 (26.61%)
Full time workers (private sector employees, government workers / state-owned enterprises / regional-owned enterprises), informal sector workers	32 (13.73%)
	32 (13.73%)
	22 (9.44%)
Students	30 (12.88%)
Job seekers	13 (5.58%)

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Type of Services Received	55 (23.61%)
training facilities/courses	35 (15.02%)
Other job vacancy information	35 (15.02%)
Digital services (application/web/GLIK)	52 (22.32%)
Related permits/administration letters	56 (24.03%)

Based on the respondent characteristics table, it is known that of the 233 respondents, the majority were female (54.08%), while male respondents accounted for 45.92%. This indicates that users of the West Java Provincial Manpower and Transmigration Office's services are slightly dominated by women. In terms of age, most respondents were in the productive age group, specifically those aged 21–30 (36.48%) and 31–40 (31.33%), reflecting the high utilization of employment services by the active working age group. Based on their most recent education, respondents were predominantly high school/vocational school graduates (40.77%) and bachelor's degree (S1) graduates (37.34%), indicating that services are widely accessed by people with secondary to higher education levels. In terms of current employment, the majority of respondents were private sector employees (26.61%) and part-time/freelance workers (18.03%), followed by informal sector workers, job seekers, and students. This indicates that employment services are utilized by various employment status groups. Meanwhile, based on the type of service received, respondents most frequently accessed related administrative services (24.03%), training/course facilities (23.61%), and digital services (22.32%), which emphasized the importance of administrative services, competency development, and digital transformation in the provision of public employment services.

Descriptive Analysis of Research Variables

All statement items in the variables Human Resource Competence (X1), Interpersonal Communication (X2), Service Quality (Y), and Community Satisfaction (Z) have undergone validity and reliability testing with a total of 30 test respondents.

Variables	No Item	Coefficient Validity	Critical Point	Validity
Competence HR (X1)	1	0.753	0.3610	Valid
	2	0.768	0.3610	Valid
	3	0.762	0.3610	Valid
	4	0.846	0.3610	Valid
	5	0.654	0.3610	Valid
	6	0.819	0.3610	Valid
	7	0.797	0.3610	Valid
	8	0.789	0.3610	Valid
	9	0.635	0.3610	Valid
	10	0.858	0.3610	Valid
Reliability Coefficient			0.923	
Critical Point			0.700	
Reliability			Reliable	

Source: Researcher's Process, 2025

Variables	No Item	Coefficient Validity	Critical Point	Validity
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Interpersonal Communication (X2)	1	0.693	0.3610	Valid	
	2	0.733	0.3610	Valid	
	3	0.781	0.3610	Valid	
	4	0.853	0.3610	Valid	
	5	0.843	0.3610	Valid	
	6	0.774	0.3610	Valid	
	7	0.736	0.3610	Valid	
	8	0.809	0.3610	Valid	
	9	0.678	0.3610	Valid	
	10	0.775	0.3610	Valid	
	Reliability Coefficient		0.921		
	Critical Point		0.700		
	Reliability		Reliable		

Source: Researcher's Process, 2025

Variables	No Item	Coefficient Validity	Critical Point	Validity	
Service Quality (Y)	1	0.805	0.3610	Valid	
	2	0.842	0.3610	Valid	
	3	0.758	0.3610	Valid	
	4	0.829	0.3610	Valid	
	5	0.763	0.3610	Valid	
	6	0.776	0.3610	Valid	
	7	0.803	0.3610	Valid	
	8	0.867	0.3610	Valid	
	9	0.837	0.3610	Valid	
	10	0.766	0.3610	Valid	
	Reliability Coefficient		0.938		
	Critical Point		0.700		
	Reliability		Reliable		

Source: Researcher's Process, 2025

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Variables	No Item	Coefficient Validity	Critical Point	Validity	
Public Satisfaction (Z)	1	0.873	0.3610	Valid	
	2	0.895	0.3610	Valid	
	3	0.864	0.3610	Valid	
	4	0.888	0.3610	Valid	
	5	0.816	0.3610	Valid	
	6	0.770	0.3610	Valid	
	7	0.830	0.3610	Valid	
	8	0.814	0.3610	Valid	
	9	0.789	0.3610	Valid	
	Reliability Coefficient			0.947	
	Critical Point			0.700	
	Reliability			Reliable	

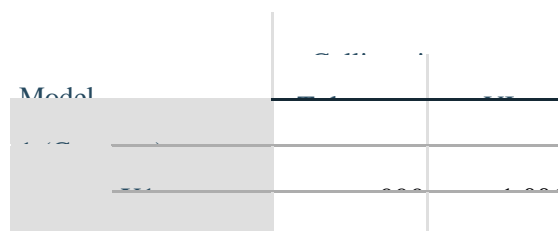
Source: Researcher's Process, 2025

The validity test results using Pearson correlation showed that all items had coefficient values greater than the critical point of 0.3610, so all statement items were declared valid. Meanwhile, the reliability test results showed that the Cronbach's Alpha value for each variable was above 0.700, namely 0.923 for HR Competence, 0.921 for Interpersonal Communication, 0.938 for Service Quality, and 0.947 for Customer Satisfaction. This indicates that the research instrument has a good to very high level of internal consistency, making it suitable for use for descriptive analysis and further analysis in accordance with the research objectives.

Multicollinearity Test

In path analysis, one important assumption that must be met is the absence of multicollinearity between independent variables. Multicollinearity occurs when two or more independent variables are highly correlated, which can lead to instability in the regression coefficients and reduce the model's reliability. To detect this condition, two statistical indicators are used: Tolerance and Variance Inflation Factor (VIF). The Tolerance value indicates the proportion of variability in an independent variable that cannot be explained by other independent variables, while the VIF represents the inverse. In general, a model is declared free of multicollinearity if the VIF value is less than 10 and the Tolerance value is greater than 0.1.

Coefficientsa



a. Dependent Variable: KL

Source: Data Processing, 2025

Based on the output of the table above in the Collinearity Statistics column, the Tolerance value for the HR Competence (X1) and Interpersonal Communication (X2) variables is 0.999 each, while the VIF (Variance Inflation Factor) value for both variables is 1.001. The VIF value is far below the general threshold of 10, and the Tolerance value is greater than 0.1. Therefore, it can be concluded that there are no symptoms of multicollinearity between the independent variables in this research model, so that all variables are suitable for use in path analysis in the next stage.

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Heteroscedasticity Test

The Glejser test is a statistical method used to identify symptoms of heteroscedasticity in path analysis models. This test is performed by regressing the absolute value of the residuals against the independent variables contained in the model. If the regression test results show a significance value below the specified significance level (for example, 0.05), it can be concluded that the model experiences heteroscedasticity. Conversely, if the significance value is greater than 0.05, there is no indication of heteroscedasticity. The Glejser test is used to ensure the stability of the residual variance, so that the resulting regression estimates are more reliable and the research conclusions can be accounted for. The results of the subsequent tests are presented as follows:

Coefficientsa

	Unstandardize	Standardize	t	Sig.
	d	d		

a. Dependent Variable: ABS_RES
Source: Data Processing, 2025

The results of the heteroscedasticity test using the Glejser method show that variable X1 has a significance value of 0.213 and variable X2 of 0.498. All significance values are above the 0.05 limit, so it can be concluded that there are no symptoms of heteroscedasticity in the regression model. Thus, the assumption of homogeneity of residual variance has been met and the regression model is declared suitable for use in further analysis.

**Path Analysis
 Equation model**

This study uses path analysis to analyze the direct and indirect influences between research variables, namely HR Competence (X₁), Interpersonal Communication (X₂), Service Quality (Y), and Community Satisfaction (Z). Path analysis was chosen because it is able to test causal relationships based on a theoretical framework and explore the role of service quality as a mediating variable in the relationship between exogenous and endogenous variables. The path model in this study consists of two sub-structural equations. The first equation tests the influence of HR Competence (X₁) and Interpersonal Communication (X₂) on Service Quality (Y), namely $Y = p_{y1}X_1 + p_{y2}X_2 + e_1$. The second equation tests the influence of HR Competence (X₁), Interpersonal Communication (X₂), and Service Quality (Y) on Public Satisfaction (Z), namely $Z = p_{z1}X_1 + p_{z2}X_2 + p_{zy}Y + e_2$. Through this model, the magnitude of the direct and indirect influence between variables in the study can be determined.

Coefficientsa

	Unstandardized coefficients	Standardize	t	Sig.
	d	d		

a. Dependent Variable: KL
Source: Data Processing, 2025

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ANOVA^a

	Sum of	df	Mean	F	Sig.

a. Dependent Variable: KL

b. Predictors: (Constant), X2, X1

Source: Researcher's Work, 2025

In this path model as presented in the output above, the following path equation is obtained:

$$Y = 0.453X_1 + 0.515X_2 + e_1$$

This equation shows that HR Competence (X_1) has a positive and significant direct influence on Service Quality (KL), with a path coefficient of $\beta = 0.453$ and a significant value of $p = 0.002 < 0.05$. This indicates that the better the human resource competency, the higher the quality of service produced. Furthermore, Interpersonal Communication (X_2) also has a direct positive and significant effect on Service Quality (KL), with a path coefficient of $\beta = 0.515$ and a significant value of $p = 0.001 < 0.05$. This coefficient value indicates that interpersonal communication has a greater influence than HR competency in improving service quality. In addition, based on the results of the F Test in Table 4.10, the calculated F value is 15.664 with a significance of $0.000 < 0.05$. These results indicate that HR Competence and Interpersonal Communication simultaneously have a significant effect on Service Quality. Thus, it can be concluded that both independent variables, both together and partially, provide a meaningful contribution to improving service quality, with Interpersonal Communication as the most dominant variable in the sub-structure path model 1.

Coefficients^a

	Unstandardized	Standardized		
	Coef-	Coef-	T	Sig.
	1.228	.386	3.184	.703

a. Dependent Variable: KM

Source: Data Processing, 2025

In this path model as presented in the output above, the following path equation is obtained:

$$Y = 0.573X_1 + 0.631X_2 + e_2$$

The path equation shows that HR Competence (X_1) has a direct, positive and significant effect on Community Satisfaction (KM), with a path coefficient of $\beta = 0.573$ and a significant value of $p = 0.000 < 0.05$. This indicates that increasing human resource competency contributes significantly to increasing the level of community satisfaction. Furthermore, Interpersonal Communication (X_2) also has a positive and significant direct influence on Community Satisfaction (KM), with a path coefficient of $\beta = 0.631$ and a significant value of $p = 0.000 < 0.05$. This coefficient value indicates that interpersonal communication has a greater influence than HR competency in increasing community satisfaction. In addition, based on the results of the F Test in Table 4.16, the calculated F

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value was 66.119 with a significance level of $0.000 < 0.05$. These results indicate that HR Competence and Interpersonal Communication simultaneously have a significant influence on Community Satisfaction. Thus, it can be concluded that both independent variables, both partially and simultaneously, have a significant contribution to community satisfaction, with Interpersonal Communication as the most dominant variable in the sub-structure path model 2.

Coefficients^a

Model	Unstandardized		Standardized		t	Sig.
	B	Std. Error	Beta	Coef.		
1						
2						

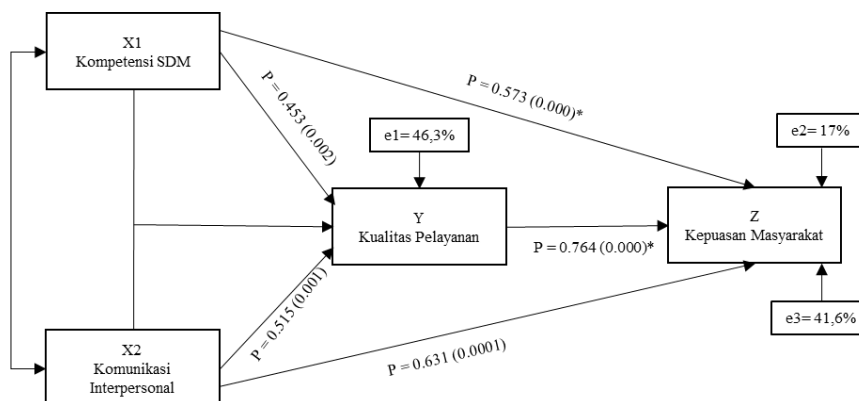
a. Dependent Variable: KM
Source: Data Processing, 2025

ANOVA^a

Sum of Squares	df	Mean Square	F	Sig.

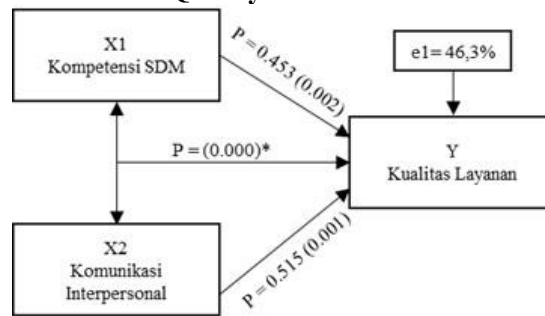
a. Dependent Variable: KM
 b. Predictors: (Constant), KL
Source: Data Processing, 2025

The large value of the path coefficient indicates that service quality has a strong influence on community satisfaction in this research model. In addition, based on the results of the F Test in Table 4.18, the calculated F value was 39.343 with a significance level of $0.000 < 0.05$. These results indicate that Service Quality simultaneously has a significant influence on Community Satisfaction. Thus, it can be concluded that service quality is a key factor that directly and significantly influences community satisfaction in the sub-structure path model 3.



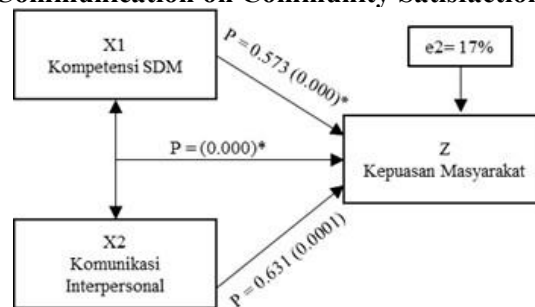
Discussion

The Influence of HR Competence on Service Quality



The results of the Sub-Structure 1 path analysis indicate that HR Competence has a positive and significant effect on Service Quality at the West Java Manpower and Transmigration Office ($\beta = 0.453$; $p = 0.002 < 0.05$). The positive path coefficient indicates that as HR competence increases, the quality of services received by the public also improves. This finding illustrates that competent HR in terms of task knowledge, work skills, and technical abilities will be able to carry out service tasks effectively and efficiently, resulting in quality services in accordance with public expectations. This finding aligns with other studies that suggest that human resource competency significantly impacts public service quality. For example, research at the Cisarua District Office found that employees with adequate skills and competencies were able to provide better services to the public, increasing the effectiveness of public service task completion (significant positive β), resulting in higher service quality (Aryani et al., 2025). Furthermore, research in Malang also demonstrated that human resource quality significantly contributes to service quality, with service quality acting as a mediator, strengthening the relationship between human resource competency and perceived service outcomes (Santoso & Ratnasari, 2025).

The Influence of Interpersonal Communication on Community Satisfaction

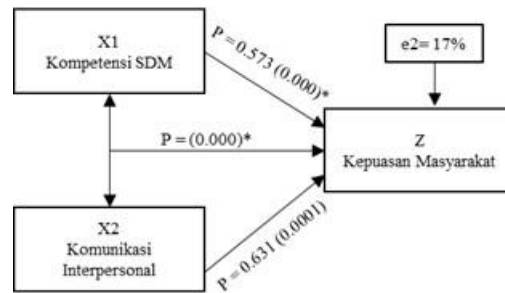


The results of the Sub-Structure 2 path analysis indicate that Interpersonal Communication has a positive and significant influence on Public Satisfaction at the West Java Manpower and Transmigration Office ($\beta = 0.631$; $p = 0.000 < 0.05$). This finding means that the better quality of communication is carried out by officers to the public, which includes the ability to listen, provide clear information, and answer questions and complaints in a friendly manner. This will have an impact on increasing the level of public satisfaction with public services. Effective interpersonal communication helps reduce service uncertainty and facilitates the transfer of relevant information, so that the public feels well served and respected. These findings align with other research showing that interpersonal communication contributes significantly to customer or public satisfaction. One study in the public service sector found that effective interpersonal communication significantly increased public service user satisfaction because it met both emotional and practical needs (Iskandar et al., 2024). Furthermore, another study found that strong interpersonal communication skills among officers can improve customer perceptions of service quality, directly increasing satisfaction (Varelian et al., 2025).

THE INFLUENCE OF HUMAN RESOURCE COMPETENCE AND INTERPERSONAL COMMUNICATION ON SERVICE QUALITY AND ITS IMPLICATIONS FOR PUBLIC SATISFACTION AT THE WEST JAVA PROVINCIAL MANPOWER AND TRANSMIGRATION OFFICE

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The Influence of HR Competence and Interpersonal Communication on Simultaneous Community Satisfaction



The coefficient of determination results shows that Human Resource Competence and Interpersonal Communication simultaneously explain 83.0% of the variation in Public Satisfaction of service users at the West Java Manpower and Transmigration Office, with the remainder explained by other factors outside the model. This indicates that both exogenous variables together have a very strong influence in shaping the level of public satisfaction. Partially, Interpersonal Communication still shows a higher coefficient than Human Resource Competence, but the combination of the two clearly provides a significant contribution in producing real-world public satisfaction. These simultaneous findings are reinforced by other research, which suggests that the combination of human resource quality and effective communication plays a crucial role in increasing customer or service user satisfaction. Research examining the relationship between service quality, communication quality, and customer satisfaction in public service or business settings concludes that these two aspects, together, explain a significant portion of the variation in user satisfaction with the services they receive.

CONCLUSION

Based on the results of the data analysis and discussion described in the previous chapter, the following conclusions can be drawn:

1. The implementation of HR competencies, interpersonal communication, service quality, and public satisfaction at the Manpower and Transmigration Office of West Java Province is generally in the good category, which is reflected in the respondents' assessments which show positive perceptions of the capabilities of officers, the quality of service interactions, the quality of services, and the level of public satisfaction as service users.
2. Human resource competency has a positive and significant effect on service quality with a path coefficient of $\beta = 0.453$. This indicates that increasing human resource competency significantly contributes to improving the quality of services provided to the public.
3. Interpersonal communication has a positive and significant effect on service quality with a path coefficient of $\beta = 0.515$, which indicates that officer communication skills have an important and relatively more dominant role than HR competencies in shaping service quality.
4. Service quality has a positive and significant effect on public satisfaction with a path coefficient of $\beta = 0.764$, which indicates that service quality is the main factor in determining the level of public satisfaction with the services received.

Suggestion

Based on the research results and conclusions obtained, the researcher provides several suggestions as follows:

1. Regarding the implementation of human resource competencies, interpersonal communication, service quality, and public satisfaction, agencies need to consistently maintain and improve service standards. This will ensure public trust and satisfaction are maintained. Policies that can be implemented include regular evaluations through satisfaction surveys and service audits.
2. Regarding the influence of human resource competency on service quality, agencies need to strengthen technical training and improve employee professionalism. This will ultimately optimize service quality. One policy that can be implemented is a competency development program based on job requirements.
3. Regarding the influence of interpersonal communication on service quality, agencies need to improve employee communication skills and service ethics. This will result in more effective and responsive service interactions. Possible policies include soft skills training and service communication standards.

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4. Regarding the impact of service quality on public satisfaction, agencies need to improve the efficiency and consistency of their service standard operating procedures (SOPs). This will ultimately lead to increased public satisfaction. Possible policies include streamlining procedures and strengthening digital-based service systems.
5. Regarding the simultaneous influence of human resource competency and interpersonal communication on service quality, agencies need to integrate the development of technical and interpersonal competencies simultaneously. This will result in improved service quality across the board. A policy that can be implemented is a performance appraisal system that encompasses both technical and communication aspects.
6. Regarding the direct impact of HR competency on public satisfaction, agencies need to ensure that every employee understands public service standards. This will directly increase public satisfaction. One policy that can be implemented is performance monitoring based on satisfaction indicators.
7. Regarding the direct impact of interpersonal communication on customer satisfaction, agencies need to build a friendly and empathetic service culture. This will positively impact the agency's image. Policies that can be implemented include strengthening service codes of ethics and routine supervision.
8. Regarding the indirect impact of human resource competency on service quality, agencies need to link competency improvement to service quality evaluation. This will allow for a more measurable training impact on public satisfaction. One policy option is post-training evaluations based on service quality.
9. Regarding the indirect influence of interpersonal communication on service quality, agencies need to strengthen their public feedback systems. Consequently, service quality will experience continuous improvement. Policies that can be implemented include providing regular digital complaint channels and surveys.

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