

The Influence of Police Officer Competence on Community Satisfaction Through Public Service Quality in Driver's Licence Services at Limboto Police Station

ABSTRACT

The quality of public services received directly by the community is a benchmark for assessing the quality of government. Related to the influence of the competence of police officers on the quality of public services and its implications for community satisfaction in driving license services. This study aims to determine the effect of the competence of police officers on community satisfaction through the quality of public services on driver's license services at Limboto Police Station. The approach in this research is quantitative. The research method is ex post facto and correlational research design. The sample in the study was 100 people. The data analysis technique used is SEM-PLS. The results showed that the SEM-PLS equation for community satisfaction was $\hat{Y} = \alpha + 0.057X + 0.827Z + \varepsilon$ with a coefficient of determination of 72.40% and for service quality was $Z = \alpha + 0.399X + \varepsilon$ with a coefficient of determination of 15.90%. The results of hypothesis testing are (1) the competence of police officers has a positive and significant effect on the quality of public services on driver's license services at Limboto Police Station. (2) the competence of police officers has a positive and insignificant effect on public satisfaction with driver's license services at Limboto Police Station. (3) the quality of public services has a positive and significant effect on public satisfaction with driving license services at Limboto Police Station. (4) The competence of police officers through the quality of public services has a positive and significant effect on public satisfaction with driver's license services at Limboto Police Station. The positive and significant effect shows that the quality of public services is a good intervening variable (mediation) or is able to increase the influence of the competence of police officers on public satisfaction with driver's license services.

Keywords: [Driver's License; Satisfaction; Competence; Police; Service]

1. INTRODUCTION

[Public satisfaction is a very important performance indicator, because it concerns the sense of security and protection felt by the community. Whether or not the service process provided is successful can be determined by measuring community perceptions between needs and expectations (Abdussamad et al., 2021). Public trust in the performance of the Indonesian police is the foundation in building a harmonious relationship between the police and the community (Wahyurudhanto, 2022).

The quality of public services received directly by the community is a benchmark for assessing the quality of government (Aneta et al., 2021; Dani et al., 2023). Wantu et al., (2022) said that as stated in the 1945 Constitution as a regulation in force that the State has an obligation to implement in public services to serve all citizens and residents in order to run the government process and prosperous community life.

The implementation of various regulations often still faces various challenges, such as complicated bureaucracy, lack of adequate infrastructure, and lack of competent human resources. One important aspect that affects the quality of public services in the police is the competence of police officers. Competence is very important to be optimised if the government or government agencies wish to improve service quality or employee competence becomes a calculated strategy pattern (Abdussamad & Amala, 2016). These competencies include knowledge, technical skills, and professional attitudes and behaviours in serving the community (Abdussamad, 2014). Competent police officers are expected to be able to provide quality services and meet community expectations.

In relation to the influence of police officers' competence on the quality of public services and its implications for public satisfaction in driving licence (SIM) services, this research was conducted at Limboto Police Station. The process of obtaining a driving licence is carried out at the Traffic Unit of Limboto Police Station. SIM issuance during 2023 was 14,462 with a growth rate of 6.02%. This number has certainly exceeded the target of 10,000 SIMs in a year or in this case the target effectiveness is 144.62%. The target number of issuance of SIM service of Gorontalo Police in 2022 and 2023 is at the same number of 10,000 SKCK. The realisation in 2022 was 16,958 SIM and in 2023 was 14,462 SIM. There is a difference of 2,496 SIM between the realisation in 2022 and 2023 or a decrease of 17.25%. This indicates that the decrease could be due to several factors, such as changes in SIM issuance policy, changes in the number of SIM applicants, or operational constraints in the issuance process. This shows that although the target was achieved, evaluation and improvement efforts are still needed to maintain consistency or increase the number of SIM issuances from year to year.

Most of the violations that occurred in Gorontalo Regency (working area of Limboto Police Station) were driving document violations such as drivers not having a SIM, which amounted to 59.51%, but these violations had a decreasing progress of -3.56%. This shows that there is a need for better quality service in the process of obtaining a driving licence. People need efficient, easy, and reliable services to manage their driving licence. With quality services, it is expected that the community will be more motivated and eager to complete the SIM process in accordance with applicable regulations. Polres Limboto needs to focus on improving the quality of SIM services. Better services will help the public to obtain a driving licence more easily and quickly, thereby reducing the chance of violations related to the completeness of driving documents.

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Related to the influence of police officers' competence on the quality of public services and its implications for public satisfaction in driving licence services, this research was conducted at Limboto Police Station. The process of obtaining a driving licence is carried out at the Traffic Unit of Limboto Police Station. The issuance of driving licences during 2023 was 14,462 with a growth rate of 6.02%. This number has certainly exceeded the target of 10,000 SIMs in a year or in this case the effectiveness of the target is 144.62%. The target number for the issuance of Gorontalo Police driving licence services in 2022 and 2023 is at the same figure of 10,000 Police Records. The realised number of driver's licences issued in 2022 was 16,958 and in 2023 was 14,462. There is a difference in the number realised of 2,496 between 2022 and 2023 or a decrease of 17.25%. This indicates that the decrease may be due to a number of factors, such as changes in driver licence issuance policy, changes in the number of applicants, or operational constraints in the issuance process. This shows that although the target was achieved, evaluation and improvement efforts are still needed to maintain consistency or increase the number of driver licence issuances from year to year.

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2. MATERIAL AND METHODS

[The location used as the object of research is Limboto Police Station which is focused on the Driver's Licence service. This research will be conducted for ± 5 months starting from August 2024 to December 2024. The approach in this research is quantitative. The research method is ex post facto and correlational research design. The sample in the study was 100 people. The data analysis technique used is SEM-PLS. The following is the SEM-PLS analysis equation, namely the equation with intervening variables (Hartono, 2011: 156) is as follows:

1. Stage 1 Testing

$$Z = \alpha_1 + \beta_1 X + \varepsilon$$

2. Stage 2 Testing

$$Y = \alpha_2 + \beta_1 X + \beta_2 Z + \varepsilon$$

Description:

Y = Community Satisfaction

α = Constant

β = Variable coefficient

X = Police Officer Competence

Z = Public Service Quality

ε = Error Rate (error)]

3. RESULTS AND DISCUSSION

3.1. Results

3.1.1 Pre-requisite Analysis (Outer Model)

3.1.1.1 Convergent Validity

The following is the outer loading value of each indicator on the research variable:

Table 1. Convergent Validity Results

| Variable | Indicator | Outer Loading | Standard | Status |
|-------------------------------|-----------|---------------|----------|--------|
| Competence of police officers | X.1 | 0.806 | 0.5 | Valid |
| | X.3 | 0.922 | 0.5 | Valid |
| | X.2 | 0.728 | 0.5 | Valid |
| Quality of public service | Z.1 | 0.680 | 0.5 | Valid |
| | Z.2 | 0.809 | 0.5 | Valid |
| | Z.3 | 0.837 | 0.5 | Valid |
| | Z.4 | 0.845 | 0.5 | Valid |
| | Z.5 | 0.669 | 0.5 | Valid |
| Community satisfaction | Y.1 | 0.838 | 0.5 | Valid |
| | Y.2 | 0.862 | 0.5 | Valid |
| | Y.3 | 0.854 | 0.5 | Valid |
| | Y.4 | 0.545 | 0.5 | Valid |

Source: Processed PLS, 2024

Based on the test results above, it is found that there are no variable indicators whose outer loading value is below 0.5. So that all indicators are declared feasible or valid for research use and can be used for further analysis.

3.1.1.2. Discriminant Validity

The analysis results can be presented in the following table:

Table 2. Discriminant Validity Results

| Variable | AVE | Standard | Status |
|-------------------------------|-------|----------|--------|
| Competence of police officers | 0.677 | 0.5 | Valid |
| Quality of public service | 0.596 | 0.5 | Valid |
| Community satisfaction | 0.618 | 0.5 | Valid |

Source: Processed PLS, 2024

Based on the table above, the results of the AVE value of the variable competence of the police officers, public service quality and community satisfaction > 0.5. Thus it can be stated that each variable has good discriminant validity.

3.1.1.3 Composite Reliability

The results of Composite Reliability testing are presented in the following table:

Table 3. Composite Reliability Results

| Variabel | Composite Reliability | Standard | Status |
|-------------------------------|-----------------------|----------|----------|
| Competence of police officers | 0.815 | 0.6 | Reliabel |
| Quality of public service | 0.840 | 0.6 | Reliabel |
| Community satisfaction | 0.837 | 0.6 | Reliabel |

Source: Processed PLS, 2024

Based on the results of the data processing above, it can be seen that the Cronbach's alpha value of each research variable is > 0.6. Thus these results can show that each research variable has met the requirements of the Cronbach's alpha value, so it can be concluded that all variables have a high level of reliability.

3.1.1.4 Cronbach's Alpha

The following is the Cronbach's alpha value of each variable:

Table 4. Cronbach's Alpha Results

| Variable | Cronbach's Alpha | Standard | Status |
|-------------------------------|------------------|----------|----------|
| Competence of police officers | 0.759 | 0.6 | Reliabel |
| Quality of public service | 0.827 | 0.6 | Reliabel |
| Community satisfaction | 0.788 | 0.6 | Reliabel |

Source: Processed PLS, 2024

Based on the results of the data processing above, it can be seen that the composite reliability value of all research variables is > 0.6. These results indicate that each variable has fulfilled composite reliability so that it can be concluded that all variables have a high level of reliability.

3.1.2 Inner Model

The analysis results are presented in the form of the following figure:

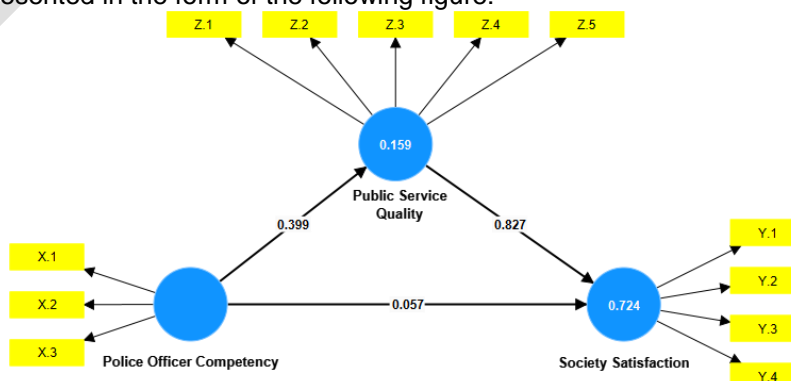


Figure 1. PLS Algorithm

Based on the picture above, the overall R Square results can be described as follows:

Table 5. R Square Results

| No. | Variable | Variable Z | Variable Y | |
|-----------------------------|-------------------------------|--------------|--------------|----------|
| | | | Direct | Indirect |
| 1 | Competence of police officers | 0,399 | 0,057 | 0.330 |
| 2 | Quality of public service | | 0,827 | |
| Determinasi Simultan | | 0,159 | 0,724 | |

Source: Processed PLS, 2024

Based on the table above, the results of determination can be described as follows:

a. The influence of the competence of police officers on the quality of public services

Overall, it can be interpreted that the R Square value is 0.159, which means that 15.90% of the influence of the competence of police officers on the quality of public services on driving licence services at Limboto Police Station. While the remaining 84.10% is influenced by other variables outside the research model.

b. The influence of the competence of police officers and the quality of public services on community satisfaction

Overall, it can be interpreted that the R Square value is 0.724, which means that 72.40% of the influence of the competence of police officers and the quality of public services on public satisfaction with driving licence services (SIM) at Limboto Police Station. While the remaining 27.60% is influenced by other variables outside the research model. As for the results for each variable, it is found that the most dominant variable in its influence on community satisfaction is the quality of public services of the community by 82.70%, then the variable competence of police officers by 5.70%.

3.1.3 Hypothesis Testing Results

The results of hypothesis testing in the form of structural equations can be presented in the following figure:

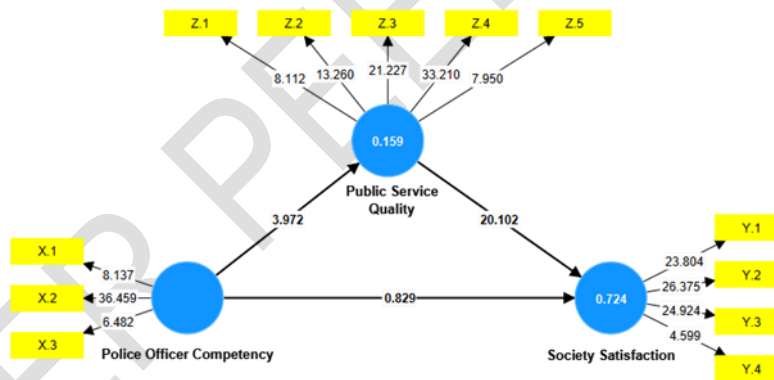


Figure 2. Hypothesis Testing Results (p-Value & t-Value)

Based on the picture above, the results of hypothesis testing can be described. The research hypothesis can be declared accepted if the P-Values value < 0.05 . For more detailed results, hypothesis testing is classified in the following explanation :

a. Direct Influence

The results of hypothesis testing for direct effects can be presented in the following table:

Table 6. Results of Hypothesis Testing for Direct Influence

| No | Eksogen | Endogen | Hipotesis | t-Value (p-Value) | Decision |
|----|-------------------------------|---------------------------|------------------------------------|-------------------|-------------|
| 1 | Competence of police officers | Quality of public service | Positive influence and significant | 3.972 (0,000) | H1 Accepted |
| 2 | Competence of police officers | Community satisfaction | Positive influence | 0.829 | H2 Rejected |

| No | Eksogen | Endogen | Hipotesis | t-Value (p-Value) | Decision |
|----|---------------------------|------------------------|--|------------------------------|-------------|
| 3 | Quality of public service | Community satisfaction | not significant Positive influence and significant | (0,407) 20.102 (0,000) | H3 Accepted |

Source: Processed PLS, 2024

Based on the direct effect hypothesis testing table above, the analysis results can be described as follows:

1) The effect of the competence of police officers on the quality of public services

The t-statistic value of the effect of the competence of police officers on the quality of public services obtained a result of 3.972 with a probability value (P-value) of 0.000. The P-value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then Ha1 is accepted, which means that the competence of police officers has a positive and significant effect on the quality of public services in the driving licence service (SIM) at Limboto Police Station.

2) Effect of police apparatus competence on public satisfaction

The t-statistic value of the effect of the competence of police officers on the quality of public services is obtained as a result of 0.829 with a probability value (P-value) of 0.407. The P-value is greater than the probability value of 0.05 ($0.407 > 0.05$), then Ha2 is rejected, which means that the competence of police officers has a positive and insignificant effect on public satisfaction with driving licence services at Limboto Police Station.

3) Effect of public service quality on community satisfaction

The t-statistic value of the effect of public service quality on public service quality obtained a result of 20.102 with a probability value (P-value) of 0.000. The P-value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then Ha3 is accepted, which means that the quality of public services has a positive and significant effect on public satisfaction with driving licence services at Limboto Police Station.

b. Indirect Influence

The results of hypothesis testing for indirect effects can be presented in the following table:

Table 7. Results of Hypothesis Testing for Indirect Influence

| No | Eksogen | Mediasi | Endogen | Coefficient Path | t-Value (p-Value) | Decision |
|----|-----------------------------|---------------------------|------------------------|------------------|-------------------|-------------|
| 1 | Apparatus competence police | Quality of public service | Community satisfaction | 0.330 | 3.911 (0.000) | H4 Accepted |

Source: Processed PLS, 2024

The t-statistic value of the indirect effect of the variable competence of the police apparatus is 3.911 with a probability value (P-value) of 0.000. The P-value is smaller than the probability value of 0.05 ($0.000 < 0.05$), then Ha6 is accepted, which means that the competence of police officers through the quality of public services has a positive and significant effect on public satisfaction with driving licence services (SIM) at Limboto Police Station.

3.2 DISCUSSION

3.2.1 The effect of the competence of police officers on the quality of public services on driving licence services at Limboto Police Station

The competence of police officers has a positive and significant effect on the quality of public services on driving licence services at Limboto Police Station. The positive effect shows that the better the competence of the police officers of Polres Limboto, the better the quality of service in the driving licence service provided to the community. Competence which includes knowledge, skills, and professional attitudes of the apparatus in carrying out their duties, is able to improve the efficiency and effectiveness of services. The higher the competence of the apparatus, the better the service provided, both in terms of speed, accuracy, and comfort for the community. This positive relationship shows that increasing the competence of police officers will have a direct impact on improving the quality of SIM services. Therefore, efforts to

improve apparatus competence through training, skills development, and more optimal use of technology are needed to create better quality services and satisfy the community.

The competence of police officers in question includes knowledge, skills, attitudes, and abilities in carrying out tasks in accordance with applicable standards. This positive influence means that police officers who have high competence can carry out their duties more efficiently, effectively and responsively to community needs. This competence includes the ability to understand the legal rules relating to SIM processing, the use of technology in online SIM services, and the ability to communicate with the public. With adequate competence, police officers are able to overcome problems that arise during the SIM process, provide quick solutions, and ensure the service runs smoothly and in accordance with community expectations.

In addition, good competence also includes the ability of police officers to provide fair and transparent services. People dealing with driving licences expect the process to be clear, easy to understand, and straightforward. A competent officer can help clarify procedures, provide the information needed appropriately, and ensure that each stage of the service is carried out correctly. This significant effect indicates that if the competence of police officers at Polres Limboto is improved, the quality of service for making driving licences will improve. The public will feel more satisfied with services that are faster, more transparent, and in accordance with applicable procedures.

The positive influence between the competence of police officers and the quality of driver's licence services means that there is a direct relationship between these two variables. When the competence of the apparatus increases, both in terms of the technical management of driver's licences and the ability to interact with the community, the service provided will be better. A competent apparatus will more quickly handle every application for a driver's licence, both new applications and renewals, so that the public is satisfied with efficient service. In addition, officers who are able to utilise technology effectively in online services can also reduce waiting time and provide convenience for the public in processing driver's licences.

The quality of service provided by police officers is not only determined by their ability to follow procedures, but also how they provide friendly, fair and fast service. Better competence allows officers to be more responsive to public complaints, such as technical or administrative problems that may occur during the process of obtaining a driving licence. People tend to feel more valued when dealing with competent officials, as they get services that not only fulfil procedures but also cater to their needs and convenience. This proves that good competence is instrumental in improving service quality.

These results are in line with statements from Hanitha, (2013); KUSDARMAJI, (2022); NAMIRAH ET AL., (2021) that the competence of police officers greatly affects the quality of public services, handling legal cases, and maintaining security and order. These competencies include technical knowledge, skills, and professionalism in carrying out their duties. Competent officers are able to understand service procedures well, provide quick solutions to problems that arise, and interact with the public effectively. This increases public trust in the services provided, and creates transparency in the service process. Thus, high competence in police officers ensures that public services are efficient, timely, and minimise public complaints, which in turn promotes a higher quality service environment that is responsive to public needs.

3.3.2 The effect of police apparatus competence on public satisfaction with driving licence services at Limboto Police Station

The competence of police officers has a positive and insignificant effect on public satisfaction with driving licence services at Limboto Police Station. The positive effect shows that the better the competence of police officers, the more capable they will be in increasing public satisfaction with driving licence services at Limboto Police Station. Although more competent officers can provide better and more efficient services, their impact on public satisfaction is still limited. This is due to other factors that may be more influential on community satisfaction, such as complexity of procedures, length of service time, and suboptimal facilities. Although apparatus competence remains important in providing quality services, to significantly increase public satisfaction, systemic improvements need to be made to all aspects of the service, so that the public can feel a more tangible positive impact from increasing apparatus competence.

The insignificant positive effect between the competence of police officers and public satisfaction with SIM services at Limboto District Police shows that despite the increase in the competence of officers, the impact on public satisfaction has not been felt significantly. This means that although officers are increasingly skilled and knowledgeable in carrying out their duties, other factors that influence public satisfaction may still be more dominant. Things such as service systems that are not fully optimised, lengthy procedures, or lack of accessibility can be factors that limit the increase in public satisfaction, even though the competence of the apparatus has increased.

This insignificance could also be due to the public's perception of broader service standards, such as service facilities, transparency, and ease of procedures that are perceived to be inadequate. In other words, although the officers are competent and able to provide services in accordance with the standards, the public may still perceive that other aspects of the driver's licence service at Limboto District Police affect their level of satisfaction more. Factors such as the service environment, long waiting times, or the experience of bureaucratic red tape may also contribute to people's judgement of the overall quality of the service, such that apparatus competence alone is not enough to significantly increase their satisfaction.

Although the effect of apparatus competence on community satisfaction is not significant, this positive relationship suggests that good competence still contributes to improving community satisfaction, even if the impact is small. Apparatus with good knowledge and skills can be more efficient in carrying out their duties, such as speeding up the process of obtaining a driver's licence, minimising errors in procedures, and providing more friendly and responsive services. However, since other factors also play a large role in satisfaction, improving competence alone may not be enough to directly and significantly increase community satisfaction.

Good competence also enables officials to better understand the needs of the community, provide clear information, and respond to complaints or questions more professionally. This certainly contributes to increased public satisfaction, especially in terms of transparency and the quality of interactions during the driver's licence process. However, for the impact to be more significant, improvements are needed in the overall service system, including the reduction of waiting times, simplification of procedures, and improvements in facilities that can be directly felt by the community. Thus, high apparatus competence remains important in creating quality and more satisfying services.

This result is in line with the statement from Susilawati et al. (2023) that the competence of police officers significantly affects the level of community satisfaction, because competent officers are able to provide services that are fast, precise, and in accordance with community expectations. The ability of officials to carry out their duties professionally, such as providing clear information, being friendly, and being able to enforce the law fairly, will increase positive public perceptions. People tend to feel satisfied when the services received are in accordance with the expected standards, and officials are able to handle various problems with effective solutions. Competence, which includes an understanding of legal procedures, technical skills, and a good attitude in interacting with the public, is a major factor affecting public satisfaction. Competent officials are also able to reduce public complaints by providing fast and accurate solutions.

3.2.3 The effect of public service quality on public satisfaction with driving licence services at Limboto Police Station

The quality of public services has a positive and significant effect on public satisfaction with driving licence services at Limboto District Police. The positive effect shows that public satisfaction at the Limboto Police Station is increasingly optimal due to the existence of quality public services by police officers in driving licence services. When public services are improved through speed of process, information disclosure, ease of procedure, and friendly and professional attitude of officers, the level of public satisfaction also increases significantly. This positive effect shows that the better the quality of service, the more optimal the perceived community satisfaction. Therefore, to continue to increase community satisfaction, continuous improvement is needed in aspects of service, such as the use of more effective technology, improved communication that is clearer, and a professional attitude from police officers in serving the community.

The positive and significant effect between public service quality and community satisfaction shows that when public service quality increases, the level of community satisfaction with driving licence services also increases significantly. This means that aspects such as efficiency in the service process, friendliness of officers, clarity of information, and speed of handling are key factors that directly increase community satisfaction. When people feel that the service they receive is in line with their expectations, both in terms of speed, clarity of procedures, and officer attitude, they will tend to feel more satisfied.

The significance of this effect confirms that improvements in the quality of public services will have a real impact on public perceptions. In Polres Limboto, a more responsive, transparent and friendly driver's licence service can create a more positive experience for applicants. For example, people who find the service process faster and officers who provide good explanations will tend to have a more favourable view of the service. Therefore, improving service quality, such as improving facilities, providing clear information, and ensuring fair service, can significantly increase public satisfaction.

This positive effect means that the better the quality of public services provided by police officers, the greater the chance that people will be satisfied with the services received. In the context of Limboto Police's driver's licence service, quality service involves fast service, easy-to-understand procedures, and the involvement of friendly and professional officers. When these services work well, people find the process of obtaining a driver's licence easier and less burdensome, which

in turn increases their satisfaction. Quality service also includes the use of technology in the service, such as online processing of driver's licences, which can reduce long queues and shorten processing time. In addition, friendly and informative service is also an important element in shaping positive public perceptions. Thus, when police officers are able to provide services that meet community expectations, ranging from fast processes to professional attitudes, this will create a better service experience and support increased community satisfaction.

These results are in line with the statement from Pasaribu et al., (2023) that the quality of public services has a direct impact on the level of public satisfaction. Quality service is characterised by speed, accuracy, friendliness, and transparency in every service process. When public services are able to meet community expectations in terms of ease of access, clarity of procedures, and satisfying results, the community will feel valued and satisfied. Conversely, services that are slow, inefficient, and less transparent can trigger dissatisfaction and complaints from the public. Quality public services also involve aspects of good communication between service providers and the public, where needs and complaints are addressed quickly and solutions provided are concrete. Thus, improving the quality of public services will be directly proportional to increasing public satisfaction.

3.2.4 The effect of the competence of police officers through the quality of public services on public satisfaction with driving licence services at Limboto Police Station

The competence of police officers through the quality of public services has a positive and significant effect on public satisfaction with driving licence services at Limboto Police Station. The positive and significant effect shows that the quality of public services is a good intervening variable (mediation) or is able to increase the influence of the competence of police officers on public satisfaction with driving licence services. Better quality of public services, such as faster procedures, easier access, and more responsive attitudes of officers, strengthen the relationship between officer competence and community satisfaction. Therefore, to achieve more optimal community satisfaction, it is not enough to improve the competence of the apparatus, but it must also be followed by an increase in the quality of public services provided.

High competence of police officers contributes significantly to improving the quality of public services. This means that officers with good knowledge, skills and attitudes are able to perform their duties more efficiently and appropriately. In the context of the driver's licence service at Polres Limboto, the competence of the officers determines the success of service delivery, such as speed in processing documents, providing clear information, and handling public complaints responsively. When officials have good competence, the quality of service provided will improve, which in turn positively affects the level of public satisfaction.

This significant effect shows that the public is more satisfied when the public services provided by police officers are of high quality. Apparatus competence is the main foundation in providing better services. People who perceive improvements in the way the apparatus works, such as faster processes and clearer procedures, will feel more satisfied. This shows that the relationship between apparatus competence and community satisfaction does not stand alone, but is mediated by the quality of public services provided. Thus, the better the quality of service, the greater the influence of apparatus competence on community satisfaction.

This positive effect confirms that public service quality functions as a significant mediating variable. In other words, the competence of police officers not only directly affects community satisfaction, but this influence is strengthened by the quality of public services. This means that although the apparatus has good competence, community satisfaction will only be maximally achieved if the competence is translated into quality services. Service quality mediates between apparatus competence and community satisfaction, ensuring that increased competence can be felt by the community through better services.

As a mediating variable, public service quality plays an important role in strengthening the relationship between competence and community satisfaction. When public services are improved, for example by faster procedures, easier access, and friendlier service attitudes, the effect of apparatus competence on community satisfaction will be stronger. This confirms that public satisfaction with the driver's licence service at Polres Limboto depends not only on the competence of the officers, but also on the extent to which this competence is implemented in the form of quality services. Thus, the quality of public services is a key element in creating more optimal public satisfaction.

This result is in line with the statement from Romadhona & Sumardjo (2022) that the competence of police officers plays an important role in increasing public satisfaction through the quality of public services provided. Apparatus who have good skills and knowledge will be able to provide services that are more effective, efficient, and in accordance with community expectations. Apparatus competence includes the ability to understand regulations, apply correct procedures, and be professional in interactions with the community. This is then reflected in good quality public services, where

procedures are faster, information is clearer, and people are treated fairly. The improved quality of public services as a result of good apparatus competence will make the public more satisfied, because they feel they are getting decent services and in accordance with their expectations. Thus, the competence of police officers not only directly affects community satisfaction, but also through improving the quality of public services.]

4. CONCLUSION

[Based on the results of the research and discussion in the previous chapter, the following conclusions can be drawn:

1. The competence of police officers has a positive and significant effect on the quality of public services in driving licence services at Limboto Police Station with an SEM-PLS path coefficient of 39.90%. The positive and significant effect shows that the better the competence of the police officers of Polres Limboto, the better the quality of service in the driving licence service provided to the community.
2. The competence of police officers has a positive and insignificant effect on public satisfaction with driving licence services at Limboto Police Station with an SEM-PLS path coefficient of 5.70%. The positive effect is not significant, indicating that the better the competence of police officers, the more capable they will be in increasing public satisfaction with driving licence services at Limboto Police Station, but the effect of competence on public satisfaction still has to be optimised.
3. The quality of public services has a positive and significant effect on public satisfaction with driving licence services at Limboto Police Station with an SEM-PLS path coefficient of 82.70%. This positive and significant effect indicates that community satisfaction at Limboto Police Station is increasingly optimal due to quality public services by police officers in driving licence services.
4. The competence of police officers through the quality of public services has a positive and significant effect on public satisfaction with driving licence services at Limboto Police Station with a SEM-PLS path coefficient of 38.60%. This positive and significant effect indicates that the quality of public services is a good intervening variable (mediation) or is able to increase the influence of police officer competence on community satisfaction in driving licence services.]

COMPETING INTERESTS

Declaration of competing interest should be placed here. All authors must disclose any financial and personal relationships with other people or organizations that could inappropriately influence (bias) their work. Examples of potential conflicts of interest include employment, consultancies, honoraria, paid expert testimony, patent applications/registrations, and grants or other funding. If no such declaration has been made by the authors, SDI reserves to assume and write this sentence: "Authors have declared that no competing interests exist."

COMPETING INTERESTS DISCLAIMER:

Authors have declared that they have no known competing financial interests OR non-financial interests OR personal relationships that could have appeared to influence the work reported in this paper.

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