

ANALYSIS OF STANDARD OPERATING PROCEDURES, SERVICE INNOVATION, AND EMPLOYEE PROFESSIONALISM ON PUBLIC SATISFACTION WITH SERVICE ACCESSIBILITY AS AN INTERVENING VARIABLE INTERVENING IN THE POPULATION AND CIVIL REGISTRATION OFFICE OF CIVIL REGISTRATION OFFICE OF MEDAN CITY

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Abstract

Population administration services require speed, accuracy, transparency, and ease of access. This study analyzes the influence of Standard Operating Procedures (SOPs), service innovation, and employee professionalism on public satisfaction, with service accessibility as an intervening variable at the Population and Civil Registration Office of Medan City. The research design is a quantitative cross-sectional study using a survey of 96 respondents (Cochran's sample size determination technique). The analysis was conducted using PLS-SEM (SmartPLS). All indicators met convergent validity (outer loading ≥ 0.70) and reliability (Composite Reliability 0.935–0.961; AVE 0.705–0.830). The model had high explanatory power: R^2 accessibility = 0.864 and R^2 satisfaction = 0.837. Path testing results showed: SOP $\rightarrow$ accessibility was positive and significant ($\beta=0.225$; $p=0.031$), but SOP $\rightarrow$ satisfaction was not significant ($\beta=-0.056$; $p=0.673$); innovation $\rightarrow$ significant accessibility ($\beta=0.544$; $p<0.001$) and innovation $\rightarrow$ significant satisfaction ($\beta=0.322$; $p=0.049$); professionalism $\rightarrow$ significant accessibility ($\beta=0.205$; $p=0.047$) while professionalism $\rightarrow$ satisfaction was not significant ($\beta=0.221$; $p=0.118$); accessibility $\rightarrow$ significant satisfaction ($\beta=0.460$; $p=0.041$). The mediation test showed significant mediation in the path of innovation $\rightarrow$ accessibility $\rightarrow$ satisfaction ($\beta=0.250$; $p=0.048$), while the mediation of SOP and professionalism through accessibility was not significant. The findings confirm that improving accessibility—driven primarily by service innovation—is key to increasing public satisfaction. Practical implications recommend strengthening needs-based innovation (e.g., online queuing and tracking, mobile services), enforcing SOPs for process consistency, and monitoring digital performance to maintain service accountability.

Keywords: public service, SOP, service innovation, employee professionalism, service accessibility, public satisfaction

INTRODUCTION

Public services are an important element in government administration because they are directly related to the fulfillment of citizens' basic rights. One type of public service that is highly intensive and strategic is population administration services at the Population and Civil Registration Office (Disdukcapil). Population administration services are required to be fast, accurate, transparent, and able to guarantee easy access for the entire community. However, in practice, services at Disdukcapil still often face challenges such as long queues, unclear procedures, limited digital services, and operational time constraints, which ultimately affect public satisfaction. Public satisfaction itself is understood as the level of public assessment of the quality of services received compared to their expectations (Vera & Trujillo, 2021).

One factor that greatly influences satisfaction is Standard Operating Procedures (SOPs). SOPs serve to ensure that every employee provides services in a uniform, measurable manner that complies with organizational standards (Freeman, 2021). Rahmawati's (2022) research shows that the implementation of clear and consistent SOPs has a positive effect on public satisfaction with public services, as it can minimize process errors and speed up service completion. In addition to SOPs, service innovation is also a key factor in improving the quality of public services. Innovation in services can take the form of simplifying service flows, utilize digital technology, and developing more flexible service methods (Ali et al., 2021). Research by Siregar & Susanto (2023) at the Pekanbaru Population and

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Civil Registration Office shows that service innovation based on online queue applications can increase public satisfaction by reducing waiting times and improving the transparency of service processes. Furthermore, employee professionalism also determines the public service experience. Professional employees are characterized by competence, integrity, discipline, communication skills, and a focus on service quality (Bolt, 2022). Hidayat's (2023) research on licensing services in Bogor Regency concluded that employee professionalism has a significant influence on public satisfaction, especially in terms of service attitude and speed of response to residents' needs. However, in many cases, SOPs, service innovations, and professionalism do not automatically result in high satisfaction if service accessibility is not optimal. The OECD (2024) emphasizes that service accessibility must be assessed in terms of ease of location, ease of procedure, affordability, speed of process, and openness of digital access. Neutens (2015) also explains that accessibility describes the extent to which the public can reach services physically and procedurally. Silaen's (2022) findings at the Population and Civil Registration Office of Jambi City show that services that are easily accessible through digital channels and have flexible service hours have a real impact on increasing public satisfaction.

Based on the previous study, it can be seen that service accessibility has the potential to be an intervening variable that explains how SOPs, service innovations, and employee professionalism affect public satisfaction. In other words, even if the SOPs are good, innovations are available, and employees are professional, the public will only feel satisfied if the services are easily accessible and can be used without obstacles. This research gap calls for testing the mediating role of service accessibility, especially in densely populated urban contexts such as the city of Medan, which has administrative dynamics, high population mobility, and diverse customer needs for population services. Therefore, this study is important to analyze the influence of SOPs, service innovation, and employee professionalism on public satisfaction with service accessibility as an intervening variable at the Medan City Population and Civil Registration Office, so that it can provide recommendations for targeted service improvements.

LITERATURE REVIEW

Public Satisfaction

Definition of Public Satisfaction

According to Vera & Trujillo (2021), public satisfaction is a state in which the public's assessment or perception of the services they receive is in line with their expectations. Satisfaction is not only measured by the results of the services provided, but also by the experience during the process of receiving services, such as the attitude of the staff, speed of service, ease of procedures, and a sense of fairness in obtaining services.

Indicators of Public Satisfaction According to Vera & Trujillo

- 1) Alignment of Services with Expectations
Satisfaction arises when the services received meet or exceed public expectations. The smaller the gap between expectations and reality, the higher the level of satisfaction.
- 2) Quality of Service Interaction
Emphasizing the attitude of officers in providing services, such as friendliness, empathy, politeness, communication skills, and attention to the community. Humanistic services increase satisfaction.
- 3) Ease of Procedures
Service is considered satisfactory if the process is straightforward, requirements are clear, the flow is easy to understand, and access to services is easily accessible to the community.
- 4) Speed and Accuracy of Service
Community satisfaction is influenced by fast service completion times and accurate results, without errors or repeated revisions.
- 5) Fairness and Transparency

Services are considered satisfactory when the public feels that they are treated fairly, without discrimination, and when information about costs, timeframes, and procedures is communicated openly.

Service Accessibility

Definition of Service Accessibility

According to the Organisation for Economic Co-operation and Development (OECD) (2024), essential service accessibility is defined as the ability of residents to access important services (basic education, employment services, ECEC, etc.) with a strong focus on physical accessibility—for example, travel time to reach service units—and its role in social inclusion and welfare.

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Service Accessibility Indicators

1) Physical Accessibility

The ease with which people can reach service locations geographically, including distance, environmental conditions, and availability of physical facilities (e.g., disability access, parking, ramps, elevators).

2) Access Time and Speed

The suitability of service hours, queue length, and service speed to the needs of the community. The faster and more flexible, the higher the accessibility.

3) Cost Affordability

How affordable the cost of services is for all community groups, including low-income groups. Access to services is considered good if it is not a financial burden.

4) Ease of Process and Requirements

The level of simplicity of the service process, clarity of requirements, and minimal bureaucracy. A service is considered accessible if it is straightforward and easy to understand.

5) Digital Access and Technology

The availability and ease of access to technology-based services, such as service applications, websites, online portals, including accessibility for people with digital disabilities.

6) Equality and Inclusion

Services are accessible to all segments of society, without discrimination, including persons with disabilities, the elderly, remote communities, and other vulnerable groups.

Professional Employees

Definition of Professional Employees

According to Bolt (2022), employee professionalism is the ability of an employee to carry out their duties and responsibilities with the appropriate competency standards, based on work ethics, adequate expertise, and commitment to the quality of work results. Professionalism is not only assessed based on technical skills, but also on attitude, integrity, discipline, and the ability to work together in an organizational environment.

Employee Professionalism Indicators

1) Work Competence

Employees have the knowledge and skills appropriate to their duties and are able to use these abilities to complete their work.

2) Responsibility and Commitment

Employees demonstrate a willingness to complete tasks on time, consistently, and have a sense of ownership towards their work.

3) Work Discipline

Employees comply with the organization's rules, procedures, working hours, and operational standards.

4) Ethics and Integrity

Employees work honestly, do not abuse their authority, maintain trust, and uphold moral principles in their work.

5) Cooperation and Communication

Employees are able to collaborate and communicate effectively with colleagues, superiors, and the community or service users.

6) Focus on Service Quality/Results

Employees strive to perform at their best, provide satisfactory service, and constantly seek ways to improve quality.

Service Innovation

Definition of Service Innovation

According to Ali et al. (2021), service innovation is an organization's effort to create, develop, or improve service processes, work methods, technology, and ways of interacting with users in order to increase the value, quality, and experience of services. Service innovation focuses on how organizations adapt to changing community needs and deliver services that are more effective, faster, easier, and more relevant.

Service Innovation Indicators

According to Ali et al. (2021), indicators of service innovation include:

- 1) **New Service Development**
Organizations are able to create new forms of service that did not previously exist to meet the needs of the community.
- 2) **Improvement in Service Process Quality**
Innovation is evident in improved workflows, the elimination of complicated procedures, and the simplification of service processes.
- 3) **Utilization of Technology**
The use of digital systems, applications, online services, or technology-based tools to accelerate and facilitate services.
- 4) **Creativity of Officials/Staff**
Employees have the ability to think creatively in finding service solutions and implementing more effective work methods.
- 5) **Responsiveness to Community Needs**
Innovation is directed at meeting community needs quickly, accurately, and in a manner relevant to actual conditions.

Standard Operating Procedures (SOP)

Definition of Standard Operating Procedures (SOP)

According to Alers (2020), Standard Operating Procedures (SOPs) are documents containing written work instructions that are systematically compiled and used to regulate the steps involved in performing a job so that it can be done in a consistent, uniform manner and in accordance with the standards set by the organization. Alers emphasizes that SOPs serve as guidelines for employees in carrying out their duties so that work can be controlled, measured, and not dependent on specific individuals, but follows the organization's standard rules.

Standard Operating Procedure (SOP) Indicators

- 1) **Clarity of Procedures**
SOPs must contain clear, structured, and easy-to-understand work instructions so that there is no room for different interpretations among employees.
- 2) **Alignment of Roles and Responsibilities**
SOPs must explain who does what at each stage of the work to avoid overlapping tasks.
- 3) **Consistency of Implementation**
SOPs must be implemented in the same and consistent manner, regardless of the employee or time.
- 4) **Compliance with Organizational Standards**
The procedures in the SOP must be in line with regulations, organizational policies, and applicable quality and work ethic standards.
- 5) **Process Effectiveness and Efficiency**
The implementation of SOPs should save time, reduce errors, lower operational costs, and improve the quality of results.
- 6) **Procedure Evaluation and Updates**
SOPs must be reviewed and updated regularly to remain relevant to changes in technology, needs, and organizational conditions.

Conceptual Framework

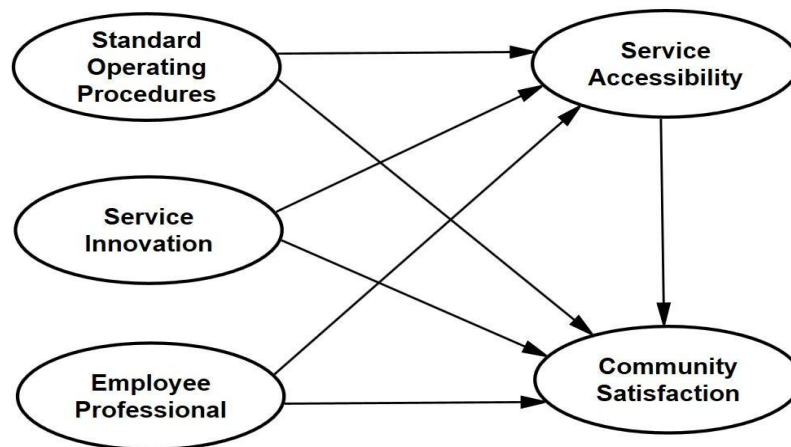


Figure 1. Conceptual Framework

Research Hypothesis

- H1 : Standard Operating Procedures have a positive and significant effect on service accessibility at the Population and Civil Registration Office of Medan City.
- H2: Standard Operating Procedures have a positive and significant effect on public satisfaction at the Population and Civil Registration Office of Medan City.
- H3: Service innovation has a positive and significant effect on service accessibility at the Population and Civil Registration Office of Medan City.
- H4: Service innovation has a positive and significant effect on public satisfaction at the Population and Civil Registration Office of Medan City.
- H5: Employee professionalism has a positive and significant effect on service accessibility at the Population and Civil Registration Office of Medan City.
- H6: Employee professionalism has a positive and significant effect on public satisfaction at the Population and Civil Registration Office of Medan City.
- H7: Service accessibility has a positive and significant effect on public satisfaction at the Population and Civil Registration Office of Medan City.
- H8: Standard Operating Procedures have a positive and significant effect on service accessibility through service accessibility at the Population and Civil Registration Office of Medan City.
- H9: Service innovation has a positive and significant effect on service accessibility through service accessibility at the Population and Civil Registration Office of Medan City.
- H10: Employee professionalism has a positive and significant effect on service accessibility through service accessibility at the Population and Civil Registration Office of Medan City.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing standard operating procedures, service innovations, and employee professionalism in relation to public satisfaction with service accessibility as an intervening variable at the Population and Civil Registration Office of Medan City.

Research Location and Time

The research location was the Population and Civil Registration Office of Medan City, located at Jalan Iskandar Muda No. 270, Medan Petisah, Medan City. The research was conducted over a period of 3 months, from July to October 2025

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Population and Sample

According to Sahir (2022), the population is the total score of individuals who have certain characteristics that are to be studied. The units in this population are called units of analysis, which can be individuals, institutions, or objects. The community that uses the services of the Medan City Population and Civil Registration Office is the subject of this study, but the exact population size is unknown, so this study will use appropriate sampling techniques to obtain a representative sample. According to Ahyar et al (2020), a sample is a part of the population selected for research, and the sample is taken to represent the entire population so that the sample findings can be used to make conclusions or generalizations about the population as a whole. The technique for determining the size or number of samples in this study uses the Cochran formula, resulting in a sample size of 96 respondents. **Research Data Sources** The data sources in this study are everything that the researcher refers to in order to obtain the information needed for the study. These data sources are individuals or specific customers who are the objects of the study. The data sources used in this study are primary data obtained from questionnaires filled out by customers.

RESULTS AND DISCUSSION

Outer Model Analysis

Outer Model Analysis using the PLS Algorithm produced the following results:

Validity Test

Table 1. Outer Loadings Values

	Community Satisfaction	Employee Professionalism	Service Accessibility	Service Innovation	Standard Operating Procedures
X1.1					0.873
X1.2					0.869
X1.3					0.825
X1.4					0.787
	Community Satisfaction	Employee Professionalism	Service Accessibility	Service Innovation	Standard Operating Procedures
X1.5					0.844
X1.6					0.837
X2.1				0.873	
X2.2				0.949	
X2.3				0.888	
X2.4				0.894	
X2.5				0.767	
X3.1		0.918			
X3.2		0.846			
X3.3		0.858			
X3.4		0.910			
X3.5		0.911			
X3.6		0.921			
Y.1	0.922				
Y.2	0.911				
Y.3	0.919				
Y.4	0.932				
Y.5	0.871				

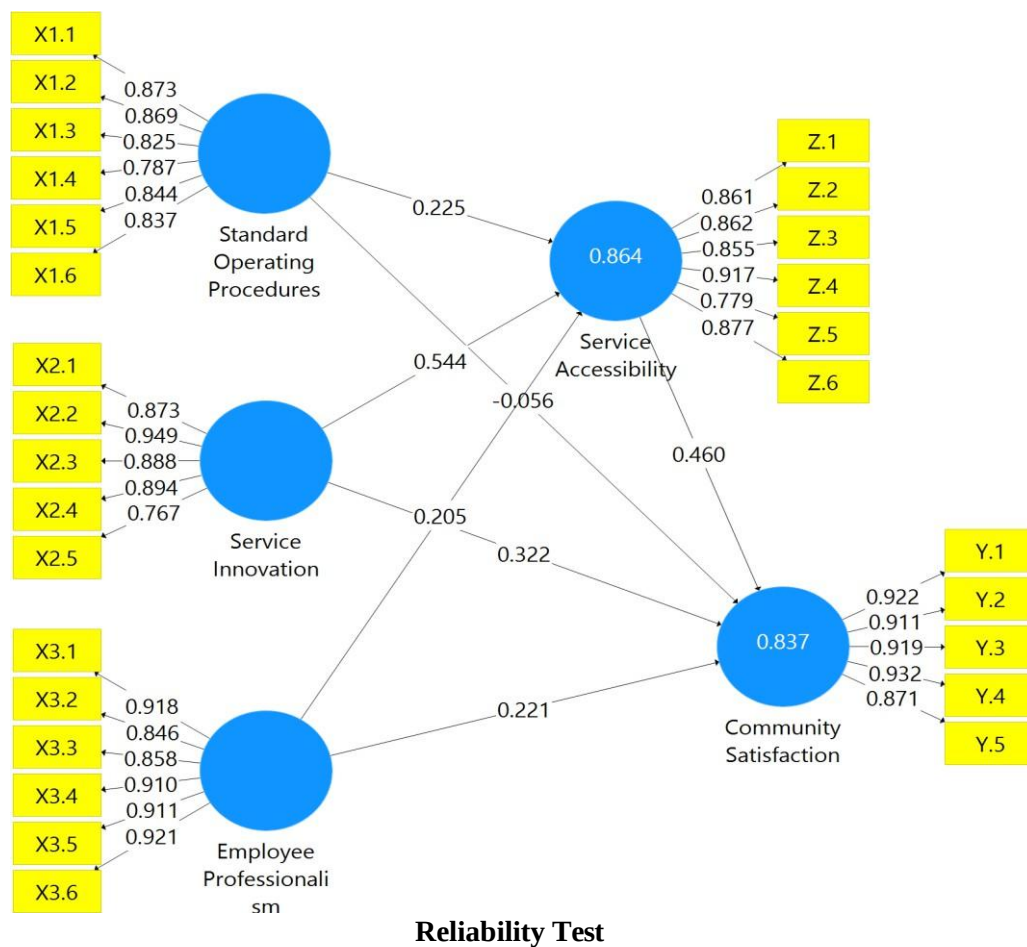
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Z.1			0.861		
Z.2			0.862		
Z.3			0.855		
Z.4			0.917		
Z.5			0.779		
Z.6			0.877		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.



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Figure 1. Outer Loading Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Community Satisfaction	0.949	0.949	0.961	0.830
Employee Professionalism	0.950	0.954	0.960	0.80
Service Accessibility	0.929	0.932	0.944	0.738
Service Innovation	0.923	0.933	0.943	0.768
Standard Operating Procedures	0.916	0.919	0.935	0.705

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

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Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R Square
Service Accessibility	0.864	0.861
Community Satisfaction	0.837	0.833

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the service accessibility variable, the R square value is 0.864, meaning that standard operating procedures, service innovation, and professionalism have an influence of 86.4%, with the remainder attributable to other variables outside the model. For the community satisfaction variable, the R square value is 0.837, meaning that standard operating procedures, service innovation, employee professionalism, and service accessibility have an influence of 83.7%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model) Hypothesis Testing

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data processing results show the direct effect values in the following table.

Table 4. *Path Coefficients* (Direct Influence)

	Original Sample	T Statistics	P Values	Conclusion
Standard Operating Procedures -> Service Accessibility	0.225	2.164	0.031	Accepted
Standard Operating Procedures -> Community Satisfaction	-0.056	0.423	0.673	Rejected
Service Innovation -> Service Accessibility	0.544	6.960	0.000	Accepted
Service Innovation -> Community Satisfaction	0.322	1,969	0.049	Accepted
Employee Professionalism → Service Accessibility	0.205	1.988	0.047	Accepted
Employee Professionalism -> Community Satisfaction	0.221	1.565	0.118	Rejected
Service Accessibility → Community Satisfaction	0.460	2.053	0.041	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. 's standard operating procedures have a positive and significant effect on service accessibility with a t-statistic value of 2.164 above 1.96 and a significance of 0.031 below 0.05, meaning that standard operating procedures have a real effect on service accessibility because the significance value is below 0.05 . The results of this study are in line with previous research findings, namely that standard

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operating procedures have a positive and significant effect on service accessibility (Tunnisa, 2025).

2. Standard operating procedures have a positive but insignificant effect on public satisfaction with a t-statistic value of 0.423 below 1.96 and a significance of 0.673 above 0.05, meaning that standard operating procedures have a significant effect on public satisfaction because the significance value is below 0.05. The results of this study are not in line with the results of previous studies, namely that standard operating procedures have a positive and significant effect on public satisfaction (Herlambang et al, 2022).
3. Service innovation has a positive and significant effect on service accessibility with a t-statistic value of 6.960 above 1.96 and a significance of 0.000 below 0.05, meaning that service innovation has a significant effect on service accessibility because the significance value is below 0.05. The results of this study are in line with previous studies, namely that service innovation has a positive and significant effect on service accessibility (Hakim & Eprilianto, 2024; Dharma et al., 2024).
4. Service innovation has a positive and significant effect on public satisfaction with a t-statistic value of 1.969 above 1.96 and a significance of 0.049 below 0.05, meaning that service innovation has a real effect on public satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that service innovation has a positive and significant effect on public satisfaction (Herlambang et al, 2022).
5. Employee professionalism has a positive and significant effect on service accessibility with a t-statistic value of 1.988 below 1.96 and a significance of 0.047 above 0.05, meaning that employee professionalism has a real effect on service accessibility because the significance value is below 0.05. The results of this study are in line with previous research, namely that employee professionalism has a positive and significant effect on service accessibility (Shoimuna, 2024).
6. Employee professionalism has a positive but insignificant effect on public satisfaction with a t-statistic value of 1.565 below 1.96 and a significance of 0.118 above 0.05, meaning that employee professionalism does not have a significant effect on public satisfaction because the significance value is above 0.05. The results of this study are not in line with previous research findings, namely that employee professionalism has a positive and significant effect on public satisfaction (Hatiokia, 2025).
7. Service accessibility has a positive and significant effect on public satisfaction with a t-statistic value of 2.053 below 1.96 and a significance of 0.041 above 0.05, meaning that service accessibility has a significant effect on public satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that service accessibility has a positive and significant effect on public satisfaction (Hamim et al, 2024; Siregar et al, 2021).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. *Specific Indirect Effects*

	Original Sample	T Statistics	P Values	Conclusion
Standard Operating Procedures -> Service Accessibility -> Community Satisfaction	0.103	1.576	0.116	Rejected
Service Innovation -> Service Accessibility -> Community Satisfaction	0.250	1.965	0.048	Accepted
Employee Professionalism → Service Accessibility → Community Satisfaction	0.094	1.249	0.212	Rejected

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, which will be explained as follows:

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1. Standard operating procedures have a positive but insignificant effect on public satisfaction through service accessibility with a t-statistic value of 1.576 below 1.96 and a significance of 0.116 above 0.05, meaning that service accessibility does not act as a mediating variable between standard operating procedures and loyalty.
2. Service innovation has a positive and significant effect on public satisfaction through service accessibility with a t-statistic value of 1.965 above 1.96 and a significance of 0.048 below 0.05, meaning that service accessibility acts as a mediating variable between service innovation and public satisfaction.
3. Employee professionalism has a positive but insignificant effect on public satisfaction through service accessibility with a t-statistic value of 1.249 below 1.96 and a significance of 0.212 above 0.05, meaning that service accessibility does not act as a mediating variable between employee professionalism and public satisfaction.

CONCLUSION

1. Standard Operating Procedures have a positive and significant effect on service accessibility at the Population and Civil Registration Office of Medan City.
2. Standard Operating Procedures have a positive effect () but not a significant effect () on public satisfaction at the Population and Civil Registration Office of Medan City.
3. Service innovation has a positive and significant effect on service accessibility at the Population and Civil Registration Office of Medan City.
4. Service innovation has a positive and significant effect on public satisfaction at the Population and Civil Registration Office of Medan City.
5. Employee professionalism has a positive and significant effect on service accessibility at the Population and Civil Registration Office of Medan City.
6. Professional staff have a positive but insignificant effect on public satisfaction at the Population and Civil Registration Office of Medan City.
7. Service accessibility has a positive and significant effect on public satisfaction at the Medan City Population and Civil Registration Office.
8. Standard Operating Procedures have a positive but insignificant effect on service accessibility through service accessibility at the Population and Civil Registration Office of Medan City.
9. Service innovation has a positive and significant effect on service accessibility through service accessibility at the Population and Civil Registration Office of Medan City.
10. Employee professionalism has a positive but insignificant effect on service accessibility through service accessibility at the Population and Civil Registration Office of Medan City.

RECOMMENDATIONS

1. Public satisfaction with the lowest statement is "The services provided are tailored to my needs and characteristics as a user." Therefore, the recommendation for the Medan City Population and Civil Registration Office is to develop an integrated digital service called "Dukcapil Medan Smart Service," an application and web-based platform that allows the public to manage all population documents such as ID cards, family cards, birth certificates, and transfer letters online, quickly, transparently, and with real-time tracking of the process.
2. The lowest statement regarding service accessibility is: "Overall, I am satisfied with the quality and results of the services I received." Therefore, the recommendation for the Medan City Population and Civil Registration Office is to maintain and improve service quality through a continuous public satisfaction evaluation system. Even though the public is already satisfied, Dukcapil needs to maintain the consistency of service quality through periodic Public Satisfaction Surveys (SKM), both online and offline. The survey results are used to evaluate areas that can still be improved, such as service speed, staff friendliness, and ease of access to information. In this way, satisfaction is not only maintained but also continuously improved, in line with the vision of excellent public service oriented towards the needs of Medan residents.
3. The lowest statement regarding employee professionalism is: "I carry out every task according to the specified time and procedures." Therefore, the suggestion for the Medan City Population and Civil Registration Office is to implement a digital-based performance monitoring system to ensure that every employee carries out

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their duties on time and according to procedures. With this system, every service process, from document receipt and verification to document printing, can be monitored in real-time. The digital system will help identify work obstacles more quickly, encourage employee discipline, and ensure that services run according to standard operating procedures (SOP). In addition, employee performance data can be used for performance-based assessments, not just attendance, thereby fostering a professional and accountable work culture within the Medan City Population and Civil Registration Office.

4. The lowest statement regarding service innovation is: "The innovation implemented has a positive impact on improving the quality of life of the community." Therefore, the suggestion for the Medan City Population and Civil Registration Office is to strengthen service innovation based on community needs through the "Dukcapil Go to Community" program. The Population and Civil Registration Office can develop integrated mobile and digital services that directly reach the community in sub-districts, villages, schools, and densely populated areas. Innovations such as mobile service vehicles, the issuance of population documents in public places (malls, markets, campuses, hospitals), and easily accessible online services will make it easier for the community to obtain documents without disrupting their daily activities. The impact is clear: faster service times, reduced transportation costs for the community, and more orderly population administration.
5. The minimum standard operating procedure is: "The results of the services I receive can be measured in a tangible and objective manner." Therefore, the recommendation for the Medan City Population and Civil Registration Office is to develop a service performance evaluation system based on measurable indicators that are transparent to the public. The Medan City Population and Civil Registration Office can set Key Performance Indicators (KPIs) for each type of service, for example: document completion time (target ≤ 1 day for KIA, ≤ 3 days for KTP/KK). Percentage of complaints resolved on time. Community satisfaction level from monthly SKM surveys. The results of these indicators are displayed openly in the service area and on the Medan Civil Registration Office website, allowing the public to objectively assess performance. With this approach, the public gains certainty about service outcomes, while employees have clear and measurable performance benchmarks.

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