



Improving Community Satisfaction in Sidoarjo's Seasonal Free Homecoming Transportation Program: A Policy Perspective

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Abstract

Purpose: This study evaluates the effects of Service Quality, Officer Competence, Facilities and Infrastructure, and Service Digitalization on Community Satisfaction and Community Loyalty in the Sidoarjo Regency Free Homecoming Program, while examining the mediating role of Community Loyalty.

Research Methodology: A quantitative causal and policy-evaluation approach was applied to 78 participants selected through purposive sampling from 350 registered participants. Data were collected using a five-point Likert-scale questionnaire and analyzed through validity and reliability tests, classical assumption tests, multiple linear regression, *t*-tests, *F*-tests, and the Sobel test.

Results: Service Quality and Facilities and Infrastructure significantly influence Community Loyalty, while Officer Competence and Service Digitalization do not. Service Digitalization is the strongest predictor of Community Satisfaction, and Community Loyalty also has a significant positive effect. The models explain 24.6% of Loyalty variance and 41.3% of Satisfaction variance. No indirect effect through Community Loyalty is statistically significant.

Conclusions: Loyalty and satisfaction require different but complementary strategies. Service Quality and Facilities should support long-term loyalty, while Service Digitalization should improve immediate satisfaction.

Limitations: The study is limited by its cross-sectional design, small sample, single-program context, and reliance on self-reported data.

Contributions: The study provides practical evidence for prioritizing investments in service reliability, facilities, digital services, and standardized officer performance in seasonal public transportation.

Keywords: Community Loyalty, Community Satisfaction, Public Service Policy, Service Digitalization, Service Quality

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1. Introduction

Public transportation is an essential component of local government service delivery because it directly supports mobility, accessibility, and community welfare. The quality of transportation services also influences how citizens evaluate the responsiveness and effectiveness of public institutions. In Indonesia, public service reform increasingly emphasizes transparency, accessibility, responsiveness,

and citizen-oriented service delivery. These expectations also extend to transportation services, where the public demands reliable schedules, safe facilities, competent officers, and efficient service procedures. Therefore, improving transportation services is not only an operational concern but also an important part of strengthening public trust in local government institutions ([Barinta, Lestari, & Kharisma, 2024](#)).

Within this context, the Transportation Division of the Sidoarjo Regency Transportation Department administers the Free Homecoming Program as an annual seasonal transportation service. The program is designed to provide affordable and accessible transportation for residents during major religious holiday periods. It is also one of the most highly demanded public transportation programs managed by the agency. However, the implementation of the program still faces several recurring operational challenges. These include inconsistencies in departure schedules and information delivery, variations in field-officer performance, limitations in physical facilities and fleet conditions, as well as technical and user-adoption problems in the digital registration system.

These operational challenges indicate that Community Satisfaction may be influenced by several interrelated dimensions of service delivery. Service Quality reflects the reliability, responsiveness, and consistency of the service received by participants. Officer Competence represents the ability of field personnel to provide accurate information, professional assistance, and efficient service during registration and departure processes. Facilities and Infrastructure contribute to participant comfort, safety, and convenience throughout the service experience. Service Digitalization also plays an increasingly important role because digital registration and information systems can improve accessibility, reduce administrative complexity, and increase service efficiency ([Fanggidae & Wahyoedi, 2025](#)).

Community Satisfaction is an important outcome in public service evaluation because it reflects the extent to which a program meets participants' expectations and perceived needs. Nevertheless, satisfaction alone may not fully capture the sustainability of community support toward a public service program. Community Loyalty may provide an additional perspective by reflecting participants' willingness to reuse, recommend, or continuously support the service in future periods. In seasonal transportation programs, repeated participation can be particularly important because the service is offered periodically rather than continuously throughout the year. Therefore, examining both Community Satisfaction and Community Loyalty provides a more comprehensive understanding of public responses to service performance ([Septiano, Verafirma, Lusiana, Marwan, & Firmansyah, 2025](#); [Susanti, Reniati, & Warlina, 2025](#)).

Previous studies have examined Service Quality, Officer Competence, Facilities and Infrastructure, Service Digitalization, Community Satisfaction, and Community Loyalty in various public service and transportation contexts. However, many studies have focused on only one or two of these factors or have investigated them in different institutional settings. Limited research has simultaneously examined the four service-related factors in relation to both Community Satisfaction and Community Loyalty within a free and seasonal public transportation program. Furthermore, previous research has provided limited evidence regarding which service factors should receive the highest priority when government agencies operate under limited resources. This creates an important practical gap because service improvements may become less effective when investment decisions are not supported by empirical evidence regarding the relative influence of each factor ([Diawan, Oka, & Ginaya, 2026](#)).

This research gap is particularly relevant to the Sidoarjo Regency Transportation Department because different service dimensions may influence satisfaction and loyalty in different ways. Investments in facilities, officer development, service quality, and digital systems may not generate identical outcomes. Without empirical evidence, resource allocation may depend heavily on managerial judgment rather than measurable participant responses. An evidence-based evaluation can help identify which factors contribute most strongly to immediate satisfaction and which factors are more important for encouraging continued participation and loyalty. Such information can support more focused and efficient policy and managerial decisions within the Free Homecoming Program.

Accordingly, this study aims to analyze the effects of Service Quality, Officer Competence, Facilities and Infrastructure, and Service Digitalization on Community Satisfaction and Community Loyalty in the Sidoarjo Regency Free Homecoming Program. The study also examines whether Community Loyalty mediates the relationship between these service dimensions and Community Satisfaction. By examining these relationships simultaneously, the study seeks to identify the relative importance of each service factor in producing different public-service outcomes. The findings are expected to provide empirical guidance for prioritizing service improvement and resource allocation within the Sidoarjo Regency Transportation Department. In addition, the study offers practical insights that may be relevant to other local governments managing comparable free and seasonal public transportation service.

2. Literature Review and Hypothesis/es Development

2.1 Service Quality

Service Quality is a central dimension in public service management because it reflects the extent to which services are delivered consistently, responsively, and in accordance with community expectations. In public transportation, service quality is closely related to reliability, accessibility, responsiveness, safety, and the overall experience perceived by users ([Lanin, & Hermanto, 2019](#); [Arfan, Mayarni, & Nasution, 2021](#)). Previous research has shown that service quality can influence both satisfaction and loyalty because users tend to evaluate not only the outcome of a service but also the process through which the service is delivered. [Efendi, Dudung, and Sudriyanto \(2024\)](#) found that service-related factors contribute to passenger satisfaction and loyalty in public transportation, while [Kusumawardani and Yenita \(2023\)](#) demonstrated that service quality is associated with trust and loyalty among TransJakarta users. [Wahono and Putranto \(2024\)](#) reported that service quality contributes to satisfaction and loyalty in the context of LRT Jabodebek services.

In the Free Homecoming Program, Service Quality is particularly relevant because participants depend on the reliability of departure schedules, clarity of information, responsiveness of officers, and consistency of service delivery. A positive service experience may encourage participants to perceive the program as dependable and worthy of future use. Conversely, inconsistent schedules, unclear information, or slow responses may reduce perceived service value and weaken community confidence. Therefore, service quality is expected to contribute not only to immediate Community Satisfaction but also to longer-term Community Loyalty. Based on this reasoning, this study assumes that higher Service Quality will generate more favorable evaluations of the program.

H₁: Service Quality has a significant effect on Community Loyalty.

H₂: Service Quality has a significant effect on Community Satisfaction.

2.2 Officer Competence

Officer Competence refers to the knowledge, skills, communication ability, and professional behavior required to deliver public services effectively. In public-sector organizations, competent officers are important because they directly interact with citizens and often determine how service procedures are understood and experienced. [Adj, Cahyo, Rimbano, and Susanto \(2023\)](#) emphasized the importance of human resource competence in improving the quality of public services. [Angraini and Aini \(2026\)](#) also found that apparatus communication competence and service quality contribute to community satisfaction in public administration settings. Similarly, [\(Altonie, Sintani, Uda, Yunikewaty, Christa, & Pambelum, 2022\)](#) demonstrated that employee competence can influence users' satisfaction with public services.

Within the Free Homecoming Program, officers are responsible for registration, participant verification, information provision, coordination, and assistance at departure points. Differences in officer competence may therefore directly affect participants' perceptions of efficiency, fairness, and professionalism ([Tyson & Charman, 2025](#)). Competent officers can reduce uncertainty and facilitate

smoother interactions, particularly when participants encounter administrative or technical difficulties. Repeated positive interactions with officers may also strengthen participants' willingness to use the program again. Accordingly, Officer Competence is expected to influence both Community Satisfaction and Community Loyalty.

H₃: Officer competence has a significant effect on Community loyalty.

H₄: Officer competence has a significant effect on Community satisfaction.

2.3 Facilities and Infrastructure

Facilities and Infrastructure represent the physical resources that support the delivery of transportation services, including vehicles, departure areas, waiting facilities, supporting equipment, and other service-related physical conditions. In transportation services, physical facilities can shape perceptions of comfort, safety, reliability, and overall service quality ([Amrapala & Choocharukul, 2019](#)). The condition of physical resources is particularly important because users experience these elements directly during the service process. [Christiani and Kayrra \(2024\)](#) showed that accessibility, connectivity, and service-related conditions are relevant to satisfaction and loyalty in public transportation. [Efendi et al. \(2024\)](#) likewise demonstrated that transportation-service attributes can contribute to passenger satisfaction and loyalty.

In the Free Homecoming Program, adequate facilities and infrastructure can create a more comfortable and secure travel experience for participants. Properly maintained vehicles, appropriate waiting areas, sufficient departure-point facilities, and reliable supporting infrastructure can reduce inconvenience during peak seasonal demand. Because the program is implemented during periods of high mobility, shortcomings in physical facilities may be particularly visible to participants and may negatively influence their evaluations. Conversely, adequate infrastructure can increase confidence in the program and encourage repeated participation. Therefore, Facilities and Infrastructure are expected to affect both Community Satisfaction and Community Loyalty.

H₅: Facilities and Infrastructure have a significant effect on Community Loyalty.

H₆: Facilities and Infrastructure have a significant effect on Community Satisfaction.

2.4 Service Digitalization

Service Digitalization refers to the use of digital technologies to simplify, accelerate, and improve access to public services. Digital platforms can support registration, information dissemination, participant verification, and communication between public agencies and citizens. In e-government services, digital convenience can increase perceived service value by reducing administrative complexity and improving accessibility ([Secinaro, Brescia, Iannaci, & Jonathan, 2022](#); [Danu, Supardi, Sutanto, & Riko, 2023](#)). [Nguyen, Phan, Le, and Nguyen \(2020\)](#) found that several determinants of e-government services influence citizen satisfaction, while [Pham, Limbu, Le, and Coomer \(2023\)](#) showed that e-government service quality and perceived value are associated with satisfaction and loyalty. These findings suggest that digitalization is increasingly important in shaping citizens' perceptions of modern public services.

The Free Homecoming Program has introduced digital registration to improve administrative efficiency and participant access. However, the effectiveness of digital services may depend on technical reliability, ease of use, information clarity, and users' digital literacy. When digital systems operate effectively, participants can experience faster registration, easier access to information, and greater convenience ([Kanwel, Ma, Li, Hussain, Erum, & Ahmad, 2024](#)). These benefits can improve immediate satisfaction and potentially encourage continued use of the program. Thus, Service Digitalization is expected to influence both Community Satisfaction and Community Loyalty.

H₇: Service Digitalization has a significant effect on Community Loyalty.

H₈: Service Digitalization has a significant effect on Community Satisfaction.

2.5 Community Loyalty

Community Loyalty reflects a participant's intention to continue using, supporting, or recommending a public service in the future. In transportation contexts, loyalty may be expressed through repeated participation, willingness to recommend the service, positive word-of-mouth, and preference for the same service when similar alternatives are available. [Kusumawardani and Yenita \(2023\)](#) indicate that loyalty can emerge from favorable evaluations of service quality and trust, suggesting that consistent service experiences may strengthen users' attachment to a transportation service. [Pham et al. \(2023\)](#) similarly show that positive experiences with public digital services can contribute to stronger loyalty by increasing perceived value and confidence in the service provider. Therefore, loyalty represents an important indicator of sustained public acceptance because it extends beyond immediate satisfaction and reflects a more enduring behavioral intention toward future service use ([Yang, Liu, & Lyu, 2024](#)).

In a seasonal public transportation program, loyalty is particularly important because repeated participation occurs across different program cycles rather than through daily service use. Participants who consistently perceive the program as reliable, convenient, and beneficial may be more willing to register again in subsequent years and recommend the service to family members or other community members ([Kim, Steinhoff, & Palmatier, 2021](#)). Loyalty may also reflect broader confidence in the ability of the local government to maintain service quality over time and respond effectively to participants' needs ([Pang, Hu, & Wang, 2025](#)). In this study, Community Loyalty is positioned not only as an outcome of service-related factors but also as a predictor of Community Satisfaction, recognizing that continued positive engagement with the program may reinforce participants' overall evaluations of the service ([Elshaer, Azazz, Fayyad, Mohamed, Fouad, & Fathy, 2024](#)). Examining this relationship is therefore important for understanding whether sustained favorable attitudes toward the Free Homecoming Program contribute to higher levels of satisfaction and stronger long-term public acceptance.

H₉: Community Loyalty has a significant effect on Community Satisfaction.

2.6 Mediating Role of Community Loyalty

Community Loyalty may also act as an intermediary mechanism linking service-related factors with Community Satisfaction. Improvements in Service Quality, Officer Competence, Facilities and Infrastructure, and Service Digitalization may first strengthen participants' confidence and willingness to continue using the program ([Pulkkinen, Suhonen, & Leinonen, 2025](#); [Syahraini, Aminuddin, & Syarifuddin, 2025](#)). This stronger loyalty may subsequently contribute to more positive assessments of overall satisfaction. However, the strength of this mediating mechanism may differ depending on the service dimension involved and the characteristics of a seasonal transportation program. Therefore, examining mediation is important for understanding whether the effects of service improvements on satisfaction operate directly or through the development of loyalty ([Lufitasari, Saepudin, & Kurniawati, 2023](#)).

This perspective is particularly relevant to public services because satisfaction and loyalty represent related but conceptually distinct outcomes. Satisfaction generally captures users' evaluations of their current service experience, whereas loyalty reflects a more sustained intention to maintain a relationship with the service ([Ahrholdt, Gudergan, & Ringle, 2019](#)). In the context of the Free Homecoming Program, participants may be satisfied with certain service aspects without necessarily developing a strong intention to participate again. Conversely, repeated participation may reinforce positive attitudes that subsequently influence satisfaction. Based on this reasoning, the following mediation hypotheses are proposed.

H₁₀: Community Loyalty mediates the effect of Service Quality on Community Satisfaction.

H₁₁: Community Loyalty mediates the effect of Officer Competence on Community Satisfaction.

H₁₂: Community Loyalty mediates the effect of Facilities and Infrastructure on Community Satisfaction.

H₁₃: Community Loyalty mediates the effect of Service Digitalization on Community Satisfaction.

2.7 Conceptual Framework

Based on the literature reviewed above, this study positions Service Quality, Officer Competence, Facilities and Infrastructure, and Service Digitalization as independent variables, Community Satisfaction as the dependent variable, and Community Loyalty as both an endogenous variable and a potential mediator. The framework assumes that each service-related factor may directly influence Community Loyalty and Community Satisfaction. Community Loyalty is also expected to influence Community Satisfaction and potentially transmit the effects of the four service factors to Satisfaction. This structure enables the study to distinguish service dimensions that primarily encourage repeated participation from those that directly improve immediate satisfaction. Accordingly, the framework provides an empirical basis for identifying which policy levers should receive priority in the management of the Sidoarjo Regency Free Homecoming Program.

3. Research Methodology

This study employed a quantitative approach with a causal research design to evaluate the determinants of Community Satisfaction and Community Loyalty in the Sidoarjo Regency Free Homecoming Program ([Sugiyono, 2019](#)). The study population consisted of 350 registered participants in the most recent implementation of the program. The minimum sample size was determined using the Slovin formula with a 10% margin of error, resulting in 78 respondents. Participants were selected through purposive sampling based on the criteria that they had participated in the Free Homecoming Program at least once and had completed the entire service process. This sampling strategy ensured that respondents had sufficient experience to evaluate the quality and performance of the services provided.

Primary data were collected using a closed-ended online questionnaire distributed through Google Forms. All items were measured using a five-point Likert scale to capture respondents' perceptions of the study variables. The questionnaire consisted of 25 items representing six constructs, including five items for Service Quality, four items for Officer Competence, three items for Facilities and Infrastructure, four items for Service Digitalization, five items for Community Satisfaction, and four items for Community Loyalty. These constructs were used to assess both operational aspects of the Free Homecoming Program and participants' behavioral and evaluative responses. The collected responses were subsequently processed and analyzed quantitatively.

Prior to hypothesis testing, the measurement instrument was evaluated for validity and reliability. Item validity was assessed using corrected item-total correlations, with the obtained coefficients compared with the critical *r*-table value of 0.223 at 76 degrees of freedom. Reliability was evaluated using Cronbach Alpha, with a minimum acceptable coefficient of 0.60. The regression models were also subjected to classical assumption tests to ensure the appropriateness of the statistical estimation. These tests included the Kolmogorov–Smirnov test for normality, Tolerance and Variance Inflation Factor (VIF) for multicollinearity, and the Glejser test for heteroscedasticity.

Data analysis was conducted using two multiple linear regression models. Model 1 examined the effects of Service Quality, Officer Competence, Facilities and Infrastructure, and Service Digitalization on Community Loyalty, whereas Model 2 examined the effects of the four independent variables and Community Loyalty on Community Satisfaction. Partial effects were evaluated using the *t*-test, while the simultaneous effects of the predictors were assessed using the *F*-test at a significance level of 5% ($\alpha=0.05$). The coefficient of determination (R^2) was used to evaluate the proportion of variance in Community Loyalty and Community Satisfaction explained by the respective models. This analytical procedure enabled the study to identify the relative contribution of each service-related factor to the two principal outcomes.

Finally, the mediating role of Community Loyalty in the relationships between the four service-related variables and Community Satisfaction was examined using the Sobel test. An indirect effect was considered statistically significant when the absolute Sobel z -value exceeded 1.96 at the 5% significance level. This analysis was conducted separately for Service Quality, Officer Competence, Facilities and Infrastructure, and Service Digitalization. The mediation analysis enabled the study to determine whether these service dimensions affected Community Satisfaction indirectly through Community Loyalty. Overall, the analytical framework was designed to identify statistically supported service priorities that could inform policy and managerial decisions in the implementation of seasonal public transportation programs.

4. Results and Discussions

Table 1. Descriptive statistics of research variables

Variable	Mean	SD	Category
Service Quality (X_1)	3.785	0.761	High
Officer Competence (X_2)	3.683	0.668	High
Facilities and Infrastructure (X_3)	3.603	0.705	Moderate
Service Digitalization (X_4)	3.609	0.658	Moderate
Community Satisfaction (Y)	3.477	0.737	Moderate
Community Loyalty (Z)	3.179	0.646	Moderate

As presented in Table 1, the descriptive statistics show that Service Quality recorded the highest mean score ($M=3.785$, $SD=0.761$), followed by Officer Competence ($M=3.683$, $SD=0.668$). Both variables were classified in the high category. In contrast, Facilities and Infrastructure, Service Digitalization, Community Satisfaction, and Community Loyalty were classified in the moderate category. Community Loyalty recorded the lowest mean score ($M=3.179$, $SD=0.646$), indicating that participants' willingness to maintain continued engagement with the program remained relatively weaker than their evaluations of the other service dimensions.

Table 2. Regression results for community loyalty (model 1) and community satisfaction (model 2)

Variable	Model 1: β on Loyalty (Sig.)	Model 2: β on Satisfaction (Sig.)
Service Quality (X_1)	0.260 (0.007)*	0.147 (0.147)
Officer Competence (X_2)	0.037 (0.734)	0.034 (0.754)
Facilities and Infrastructure (X_3)	0.210 (0.037)*	0.172 (0.100)
Service Digitalization (X_4)	0.138 (0.199)	0.410 (0.000)*
Community Loyalty (Z)	-	0.254 (0.036)*
R -Square	0.246	0.413

Based on Table 2, the study proceeded to examine the structural relationships among the variables using two multiple regression models. Model 1, which assessed the determinants of Community Loyalty, produced an R^2 value of 0.246 ($F=5.969$; $p<0.001$). Service Quality ($\beta=0.260$; $p=0.007$) and Facilities and Infrastructure ($\beta=0.210$; $p=0.037$) had significant positive effects on Community Loyalty, whereas Officer Competence ($\beta=0.037$; $p=0.734$) and Service Digitalization ($\beta=0.138$; $p=0.199$) showed no significant effects. Model 2, which examined Community Satisfaction, produced an R^2 value of 0.413 ($F=10.115$; $p<0.001$). Service Digitalization emerged as the strongest significant predictor of Community Satisfaction ($\beta=0.410$; $p<0.001$), followed by Community Loyalty ($\beta=0.254$; $p=0.036$), while the remaining predictors did not show statistically significant direct effects.

Table 3. Sobel test results (mediating role of community loyalty)

Policy Lever	Indirect Effect (a×b)	Sobel z	Sig.	Result
Service Quality (X_1)	0.0661	1.695	0.090	Not significant
Officer Competence (X_2)	0.0094	0.337	0.736	Not significant
Facilities and Infrastructure (X_3)	0.0534	1.508	0.132	Not significant
Service Digitalization (X_4)	0.0350	1.110	0.267	Not significant
Community Loyalty (Z)	4	0.878		Reliable

As presented in Table 3, the Sobel test results indicate that Community Loyalty does not significantly mediate the effects of Service Quality, Officer Competence, Facilities and Infrastructure, or Service Digitalization on Community Satisfaction. All Sobel z -values were below the critical value of 1.96, and all significance values exceeded the 0.05 threshold. Among the four indirect pathways, Service Quality showed the strongest mediating tendency (indirect effect = 0.0661; $z=1.695$; $p=0.090$), followed by Facilities and Infrastructure (indirect effect = 0.0534; $z=1.508$; $p=0.132$). Officer Competence (indirect effect = 0.0094; $z=0.337$; $p=0.736$) and Service Digitalization (indirect effect = 0.0350; $z=1.110$; $p=0.267$) also showed no significant indirect effects. These findings suggest that the influence of the four service-related variables on Community Satisfaction is not transmitted significantly through Community Loyalty.

The findings of this study highlight the importance of adopting differentiated policy strategies to improve Community Satisfaction and Community Loyalty in the Sidoarjo Regency Free Homecoming Program. Service Quality and Facilities and Infrastructure were identified as significant predictors of Community Loyalty, indicating that reliable service delivery and adequate physical facilities play important roles in encouraging continued participation. Investments in departure schedule reliability, information accessibility, officer responsiveness, vehicle maintenance, and waiting-area comfort should therefore be prioritized to strengthen participants' confidence in the program. These findings are consistent with the service management perspective of [Adi, Cahyo, Rimbano, and Susanto \(2023\)](#), which emphasizes the importance of service performance and customer experience, as well as the findings of [Efendi, Dudung, and Sudriyanto \(2024\)](#), which highlight the relationship between transportation service attributes and passenger loyalty. From a policy perspective, improving these service dimensions may contribute to greater public trust, positive recommendations, and willingness to participate in subsequent program cycles. Consequently, the Transportation Department should establish measurable service standards and regularly evaluate infrastructure conditions to ensure consistent service delivery.

Service Digitalization emerged as the strongest significant predictor of Community Satisfaction, suggesting that accessible and efficient digital services are particularly important in shaping participants' immediate service experiences. This finding aligns with [Nguyen, Phan, Le, and Nguyen \(2020\)](#), and [Pham, Limbu, Le, and Coomer \(2023\)](#), who emphasize the contribution of digital public-service quality and convenience to citizen satisfaction. However, Service Digitalization did not significantly influence Community Loyalty, and its indirect effect on Community Satisfaction through Community Loyalty was also statistically insignificant. This indicates that improvements in digital services may enhance immediate convenience without necessarily encouraging long-term engagement or repeated participation. Accordingly, the Transportation Department should move beyond basic online registration by developing integrated digital features, including automated registration notifications, participation histories, service updates, and accessible complaint-handling mechanisms. Such improvements could enhance service continuity and provide opportunities to strengthen participants' relationships with the program, although their effectiveness in increasing loyalty requires further empirical evaluation.

Officer Competence demonstrated no statistically significant direct effect on either Community Satisfaction or Community Loyalty, despite receiving relatively positive evaluations from respondents. This finding differs from [Angraini and Aini \(2026\)](#) and [Altonie, Sintani, Uda,](#)

[Yunikewaty, Christa, and Pambelum \(2022\)](#), who reported significant relationships between employee competence and satisfaction in other public-service contexts. The difference may be associated with variations in institutional characteristics, service delivery procedures, or participants' expectations across public organizations. Nevertheless, the absence of statistical significance should not be interpreted as evidence that officer competence is irrelevant to service performance. Instead, the Transportation Department should evaluate the consistency of officer communication, administrative accuracy, problem-solving capabilities, and responsiveness across departure points. Standardized operational procedures, targeted competency development, and regular performance monitoring may help minimize service variability and maintain professional service standards throughout program implementation.

Table 4. Findings mapped to policy and managerial recommendations

Finding	Policy/Managerial Recommendation	Priority
Service Quality and Facilities significantly build Loyalty	Prioritize schedule reliability, officer responsiveness, fleet upkeep, and waiting-area/facility upgrades at departure points	High
Digitalization is the strongest driver of Satisfaction but not yet of Loyalty	Redesign digital platform to add re-registration reminders, participation history, and responsive complaint features, beyond transactional registration	High
Officer Competence not yet a significant lever, despite positive perception	Standardize field-officer training and supervision across all departure points to reduce service variability	Medium
Mediation of Loyalty toward Satisfaction not yet statistically confirmed	Monitor participant experience longitudinally across program cycles to track whether loyalty-satisfaction dynamics strengthen over time	Medium
Community Loyalty (Z)	-	0.254 (0.036)*
R-Square	0.246	0.413

As summarized in Table 4, the empirical findings were translated into specific policy and managerial recommendations according to their relative importance. Service Quality and Facilities and Infrastructure were classified as high-priority areas because both significantly contributed to Community Loyalty. Service Digitalization was also assigned high priority because it emerged as the strongest predictor of Community Satisfaction, although its effect on Community Loyalty was not statistically significant. Officer Competence was categorized as a medium-priority area because it did not significantly affect either Satisfaction or Loyalty, despite receiving relatively favorable respondent evaluations. The non-significant mediating role of Community Loyalty was likewise treated as a medium-priority issue, indicating the need for longitudinal monitoring to determine whether the relationship between loyalty and satisfaction changes across future program cycles.

Because none of the four indirect effects through Community Loyalty reached statistical significance, loyalty-building and satisfaction-building should be treated as related but distinct policy objectives. This distinction has practical implications for resource allocation within the Transportation Department. Investments in service reliability, physical facilities, and supporting infrastructure should be evaluated primarily in relation to Community Loyalty and repeat participation, while digital-service improvements should be assessed mainly through Community Satisfaction and user-experience indicators. Officer development should focus on standardizing service delivery and reducing variation across service points rather than assuming that additional training alone will directly improve satisfaction or loyalty. Periodic evaluation across successive program cycles is therefore necessary to determine whether these policy priorities remain consistent over time.

5. Conclusions

This study concludes that Service Quality and Facilities and Infrastructure significantly strengthen Community Loyalty, while Service Digitalization is the strongest significant predictor of Community Satisfaction. Community Loyalty also has a significant positive effect on Satisfaction. Overall, the predictors explain 24.6% of the variance in Community Loyalty and 41.3% of the variance in Community Satisfaction. Officer Competence does not significantly affect either outcome, and Community Loyalty does not significantly mediate the relationships between the four service-related factors and Community Satisfaction. These findings indicate that loyalty-building and satisfaction-building should be treated as related but distinct service objectives.

For the Sidoarjo Regency Transportation Department, improvements in schedule reliability, service responsiveness, fleet conditions, and departure-point facilities should be prioritized to strengthen loyalty, while digital services should be enhanced to improve satisfaction. Standardized training and supervision are also necessary to maintain consistent officer performance. This study is limited by its cross-sectional design, relatively small sample, single-program context, and reliance on self-reported data. Future research should use longitudinal designs, larger and more diverse samples, and comparisons across programs or regions to improve the generalizability of the findings.

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Author Contributions

S contributed to the conceptualization, data collection, data analysis, and preparation of the original manuscript. S contributed to the research supervision, methodology development, interpretation of the findings, and manuscript review. JI contributed to the validation of the analysis, discussion development, and critical revision of the manuscript. All authors reviewed and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

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