

The Role of Professional Ethics in Moderating the Influence of Service Quality and Perceived Procedural Justice on Public Satisfaction at the Central Java Provincial Election Commission

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Abstract. *This study aims to analyze the effect of service quality and perceived procedural justice on public satisfaction, with professional ethics as a moderating variable at the Provincial Election Commission (KPU) of Central Java. This research employs a quantitative approach using a survey method involving 312 respondents who have received services from the KPU of Central Java, selected through a two-stage random sampling technique. Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Square (SmartPLS) to test the validity and reliability of the model as well as the relationships among variables. The results indicate that service quality has a positive and significant effect on public satisfaction, and perceived procedural justice also demonstrates a positive and significant influence. Furthermore, professional ethics is proven to act as a moderating variable that strengthens the relationship between service quality and public satisfaction, as well as between perceived procedural justice and public satisfaction. These findings suggest that improving public satisfaction is not solely determined by technical aspects of service delivery and procedural fairness, but also by the integrity and professionalism of service providers. Theoretically, this study reinforces the relevance of Expectancy Disconfirmation Theory, SERVQUAL theory, and procedural justice theory in the context of public service, while also highlighting the importance of professional ethics as an enhancing factor in the public satisfaction model. Practically, the findings imply that the KPU of Central Java needs to manage service quality, ensure procedural fairness, and strengthen the internalization of professional ethics in an integrated manner to enhance public satisfaction and trust. This study also provides recommendations for future research to develop a more comprehensive model using diverse methodological approaches.*

Keywords: *Ethics; Justice; Public; Quality; Satisfaction.*

1.Introduction

Public service is one of the spearheads of effective, accountable, and responsive governance to citizen needs. In a modern democratic state, public institutions bear a significant responsibility, not only providing administrative or technical services but also ensuring that

those services are delivered fairly, transparently, and professionally. Public satisfaction with public services is often considered a barometer of successful governance and an indicator of institutional legitimacy. Therefore, the quality of public services, in terms of speed, accuracy, ease of access, responsiveness, and procedural fairness, is a crucial aspect that must be considered by every public institution. The emphasis on service quality is not only on efficiency or effectiveness of services, but also on citizens' rights to fair and humane state services, including procedural accuracy, equal treatment, and transparency of information. Assessments of this quality have direct implications for how the public assesses the legitimacy and credibility of public institutions.

In the context of general elections, institutions such as the General Elections Commission (KPU) play a fundamental role in ensuring that the democratic process is fair, transparent, and credible to the public. At the provincial level, the Central Java Provincial KPU has duties and functions in implementing election stages, providing information, handling complaints, and administering elections. If public services at such institutions are perceived as poor, unfair, or unprofessional, the impact can go far beyond mere administrative dissatisfaction. This can reduce public satisfaction with the democratic process, raise suspicions about integrity, and undermine the institution's legitimacy. In a democracy, public perceptions of procedural justice and the quality of public services will determine the level of citizen satisfaction and participation in the election process.

Empirical evidence shows that despite numerous efforts to improve public services, challenges in implementing ethical principles of professionalism remain real. Contextually, the latest Public Satisfaction Index (PSI) data shows a fluctuating trend, indicating challenges in maintaining public satisfaction. The quarterly PSI graph for 2023–2024 shows a downward trend in the index value during certain periods, particularly leading up to crucial election and selection stages.

Table Public Satisfaction Index (IKM) Value of the Central Java Provincial Election Commission (KPU) for 2023-2024

YEAR	TARGET PERFORMANCE Small and Medium Enterprises (SMEs)	QUARTERLY	IKM REALIZATION
2023	95	First Quarter	93.64
		Second Quarter	93.72
		Third Quarter	92.29
		Fourth Quarter	91.37
2024	95	First Quarter	92.64
		Second Quarter	92.90
		Third Quarter	92.29
		Fourth Quarter	91.56

Based on data from the Central Java Provincial General Elections Commission (KPU)'s Community Satisfaction Index (CSI) at the quarterly level, the "satisfaction/service indicator"

value in the 2023-2024 period experienced a slight decline: from 93.64 in the first quarter of 2023 to 91.56 in the fourth quarter of 2024. This decline can be interpreted as a signal that there is a perception of dissatisfaction, a misalignment between expectations and the reality of service, or procedural uncertainty felt by the public. Furthermore, when linked to the set performance target of achieving a Community Satisfaction Index of 95, the empirical data shows that this target has not been achieved throughout 2023-2024. The failure to achieve the Community Satisfaction Index target is an indicator that although service performance is in the good category, strategically there is still a gap between the planned standards and the actual perceptions of the public as service users.

This situation is important to analyze in more depth because the failure to achieve targets is not simply a statistical issue, but rather reflects the potential for improvement in service quality. When targets are set, there is an implicit expectation that service will be at an excellent level. However, the reality of fluctuations and achievements ranging from 91 to 93 indicates that there are still aspects of service that have not fully met public expectations. This data is important because it illustrates that although service appears relatively high numerically, there are fluctuation dynamics that indicate potential systemic problems in service quality or public perceptions of procedural justice. The role of professional ethics as a moderating variable between service quality, procedural justice, and public satisfaction is relevant and urgent in explaining why, even though services appear to be quantitatively good, public satisfaction or legitimacy can remain vulnerable.

In addition to the various factors that can influence public satisfaction as explained above, there are also research gaps or differences in research results from previous research which can be seen in the table below, namely:

Table Research Gap

NO	RELATIONSHIP VARIABLES	OF	RESEARCHERS	RESULTS
1	Service Quality Satisfaction	to	Sitanggang et al., (2020)	Service quality has a significant influence on satisfaction
			Ratnaningsih et al., (2023)	Service quality has a significant influence on satisfaction
			Tinggi et al., (2020)	Service quality does not have a significant effect on satisfaction
			Wicaksono et al., (2022)	Service quality does not have a significant effect on satisfaction
2	<i>Perceived Justice Towards Satisfaction</i>	<i>Procedural</i>	Albari (2013)	<i>Procedural Justice</i> have a significant impact to wards satisfaction

Hastari et al., (2023)	<i>Procedural Justice</i> have a significant impact to wards satisfaction
Murphy (2009)	<i>Procedural Justice</i> no effect significant to satisfaction
Rawung et al, (2022)	<i>Procedural Justice</i> no effect significant to satisfaction

However, most of these studies have limitations in several contexts, as follows. First, many studies focus on local-level administrative public services, rather than specialized institutions like the General Elections Commission (KPU), which is characterized by bureaucratic, political, and regulatory tasks. This means that the dynamics of service delivery, procedural fairness, and public expectations in electoral institutions can be very different from those in sub-districts/regular civil administration. Second, most studies only examine the direct effect between professional ethics and public satisfaction, or between service quality and satisfaction, but rarely examine the moderating role of professional ethics in strengthening or moderating the influence of service quality and perceptions of procedural fairness.

The urgency of this research is further strengthened by considering the impact on society if services at the General Elections Commission (KPU) are unfair, unprofessional, or non-transparent. This can reduce public satisfaction with the election process, undermine the legitimacy of election results, and ultimately undermine democracy. Therefore, understanding the role of professional ethics in this context is crucial not only for improving the quality of administrative services but also for the stability of democracy and the legitimacy of election management institutions. From a scientific perspective, this research complements the literature on public service, bureaucratic ethics, and procedural justice in the context of regulatory and political institutions, thus opening new space for future empirical and policy studies.

2. Research methods

This research uses a quantitative approach where the type of research is explanatory research. As explained by Suwartono (2014) Research with a quantitative approach emphasizes the analysis of numerical data processed using statistical methods. The quantitative approach is used to test hypotheses and base conclusions on the probability of a zero-rejection error. Explanatory research can explain hypothesis testing with the aim of justifying or strengthening the hypothesis, which can ultimately strengthen the theory used as a foundation, as well as explain and provide suggestions on the main problem. This study examines how professional ethics moderate the influence of service quality and perceived procedural justice on public satisfaction.

3. Results and Discussion

3.1. Variable Description

1) Description of Research Respondents

This study was conducted on 312 random respondents spread across 35 regencies/cities in Central Java, with the criteria of having received services from the Central Java Provincial KPU. Respondents were considered representative of the population of all entities receiving services from the Central Java Provincial KPU, along with respondent data based on age, gender, highest education, occupation, domicile, and type of service received.

1) Respondent Age

Based on the data on the distribution of respondents' ages, the majority of respondents were in the 31–40 age group, amounting to 73 people, followed by the 51 years and above age group, amounting to 70 people and the 21–30 years age group, amounting to 61 people. Meanwhile, the 18–20 years age group amounted to 55 people and the 41–50 years age group amounting to 53 people.

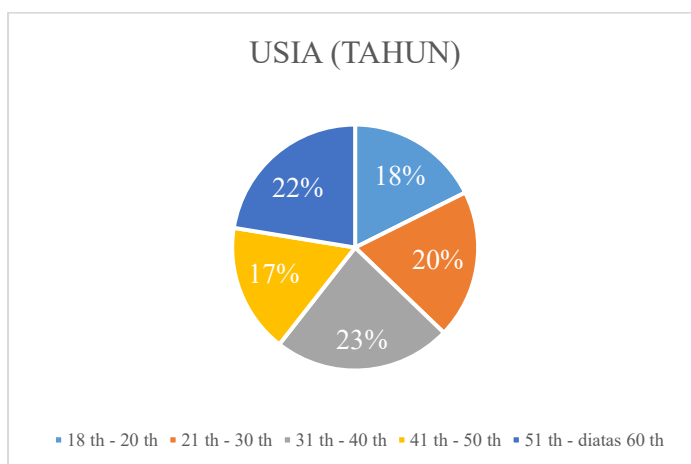


Figure Percentage of respondents based on age

This indicates that respondents in this study were predominantly of productive and mature age, who generally have sufficient experience and understanding in assessing the quality of public services. This composition suggests that the perceptions generated in this study tend to represent relatively objective and experience-based assessments of the services provided.

2) Respondent Gender

Based on data on the distribution of respondents' gender, the majority of respondents in this study were male, amounting to 204 people, while there were 108 women.

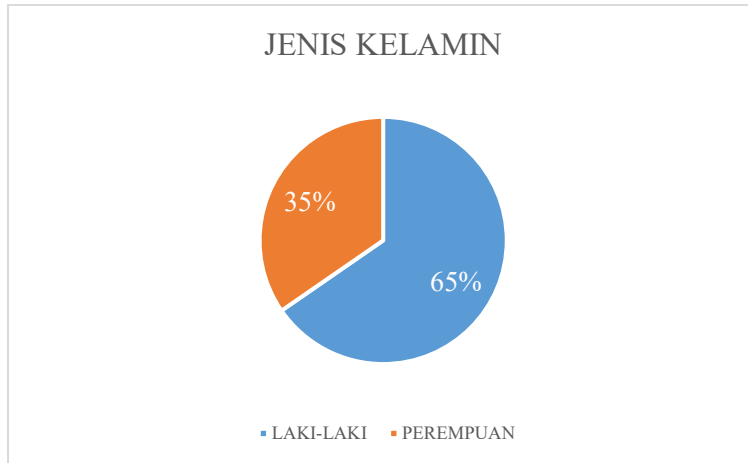


Figure Percentage of respondents based on gender

3) Respondents' Education Level

Based on the respondents' educational level data, the majority of respondents had a Bachelor's degree (S1) of 115 people, followed by high school/vocational school (67 people), diploma (D3) of 54 people, and junior high school (SMP) of 41 people. Meanwhile, respondents with a Master's degree (S2) of 33 people and a Doctorate (S3) of 2 people.

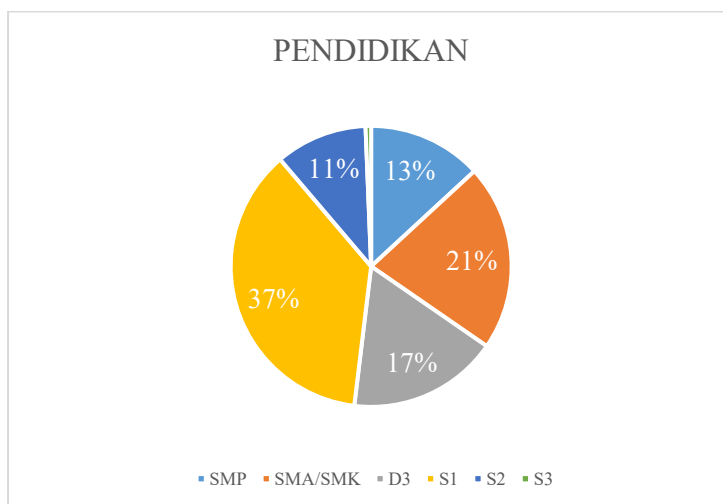


Figure Percentage of respondents based on education

This composition shows that respondents are dominated by highly educated groups, so that assessments of service quality tend to be more critical, rational, and based on a good understanding of public services.

4) Respondent's Occupation

Based on data on the distribution of respondents' jobs, the majority of respondents come from There were 156 civil servants, followed by 60 entrepreneurs and 52 private sector respondents. Meanwhile, there were 34 respondents from other categories, as well as 7 from the Indonesian National Armed Forces (TNI) and 3 from the Indonesian National Police (POLRI).

This indicates that respondents were predominantly government officials, so their perceptions tend to be influenced by their understanding of the bureaucratic system and public service procedures. However, the presence of respondents from the non-government sector still provided a variety of perspectives in assessing the quality of service provided.

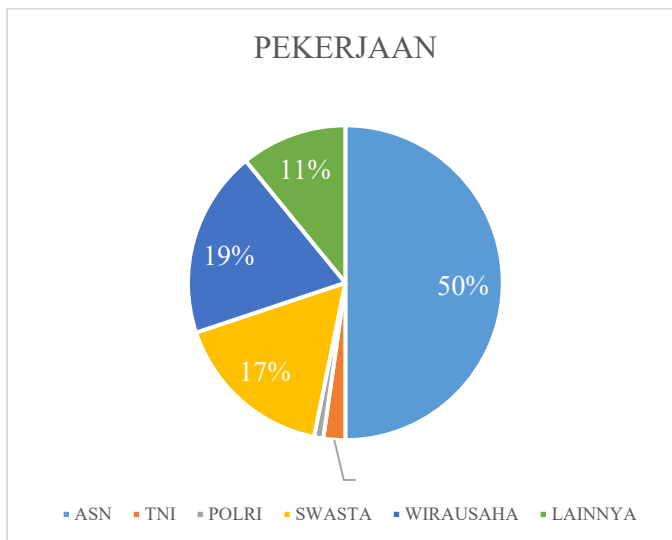


Figure Percentage of respondents based on occupation

5) Types of Services Received by Respondents

Based on data on the distribution of types of services received by respondents, the majority of respondents accessed the PPID Service with 160 people, followed by the Voter Data Update Service with 56 people and the LPSE Service with 35 people. Meanwhile, other services such as the Election/Voting Technical Consultation Service and the JDIH Service each had 17 people, the Human Resources Service with 15 people, and the Voter Education Service with 12 people. The Dumas Service was not recorded as having any respondents.

This shows that public information services (PPID) are the most dominant services accessed by the public, so that the perception of satisfaction in this study tends to be greatly influenced by the respondents' experience with these services.

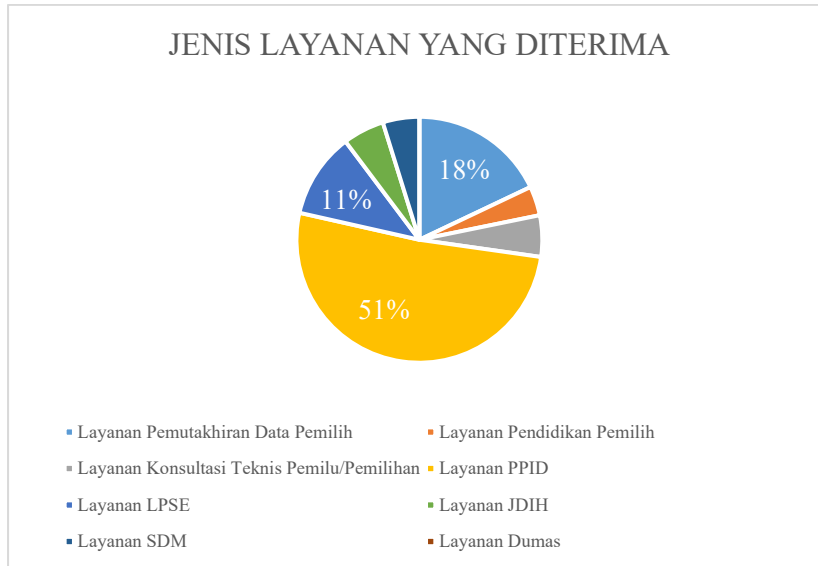


Figure Percentage of respondents based on the type of service received

2) Descriptive Statistical Analysis

Descriptive variable analysis aims to describe general characteristics involving various statistical measures, such as the lowest, highest, average, and standard deviation values.

Table Results of Descriptive Analysis of Variables

Variables	Item	Mean	Min	Max	Standard Deviation
Service Quality (X1)	KUA1	3,183	1	5	0.968
	KUA2	3,545	1	5	0.973
	KUA3	3,365	1	5	0.958
	KUA4	3,731	1	5	0.960
	KUA5	3,061	1	5	1,118
Perceived Procedural Justice (X2)	PER1	3.128	1	5	1,020
	PER2	3,519	1	5	0.906
	PER3	3,670	1	5	0.966
	PER4	3,288	1	5	0.951
	PER5	3,894	1	5	0.908
	PER6	2,955	1	5	1,157
Professional Ethics (Z)	ETI1	3,000	1	5	0.977
	ETI2	3,429	1	5	1,023
	ETI3	3,625	1	5	0.949
	ETI4	3,141	1	5	1,000
	ETI5	3,779	1	5	0.862
	ETI6	2,859	1	5	1,171
Public Satisfaction (Y)	KEP1	3,304	1	5	0.951
	KEP2	3,583	2	5	0.858
	KEP3	3,712	2	5	0.855

KEP4	3,048	1	5	1,118
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Source: Processed Primary Data, 2026

Based on table it is known that in general all indicators in the research variables have an average value in the range of 2.859 to 3.894, which shows that respondents' perceptions of service quality, perceived procedural justice, professional ethics, and public satisfaction tend to be in the moderate to quite good category.

In the Service Quality variable (X1), the highest mean value is in (KUA4) officers provide a sense of security and trust of 3.731, while the lowest is in (KUA5) officers show attention to community needs of 3.061, which indicates that most aspects of service quality have been assessed as quite good, although there are still indicators that are perceived relatively lower by respondents. In the Perceived Procedural Justice variable (X2), the indicator with the highest mean is (PER5) Service procedures reflect the needs of the community at large of 3.894, while the lowest is (PER6) Services do not violate moral and legal values of 2.955, so it can be interpreted that community perceptions of procedural justice tend to be good, but not evenly distributed in all aspects.

In the Professional Ethics variable (Z), the highest mean was found in (ETI5) Officers complete services to completion at 3.779 and the lowest in (ETI6) Officers do not seek personal gain in providing services at 2.859, which indicates that the application of professional ethics is perceived quite well, although there are still dimensions that are rated lower. Meanwhile, in the Public Satisfaction variable (Y), the highest mean value was in (KEP3) Public complaints are handled well and professionally at 3.712 and the lowest in (KEP4) Service problems are resolved appropriately and satisfactorily at 3.048, which indicates that the level of public satisfaction with the services of the Central Java Provincial KPU is generally at a fairly good level. The standard deviation value which ranges from 0.855 to 1.171 indicates that respondents' answers still have variations, but remain within reasonable limits.

This hypothesis testing stage will determine whether the independent and dependent variables have a significant relationship. Path coefficients, which indicate parameter coefficients and statistical significance values, are used to test the proposed hypotheses. The significance of the estimated parameters can indicate the relationship between the research variables.

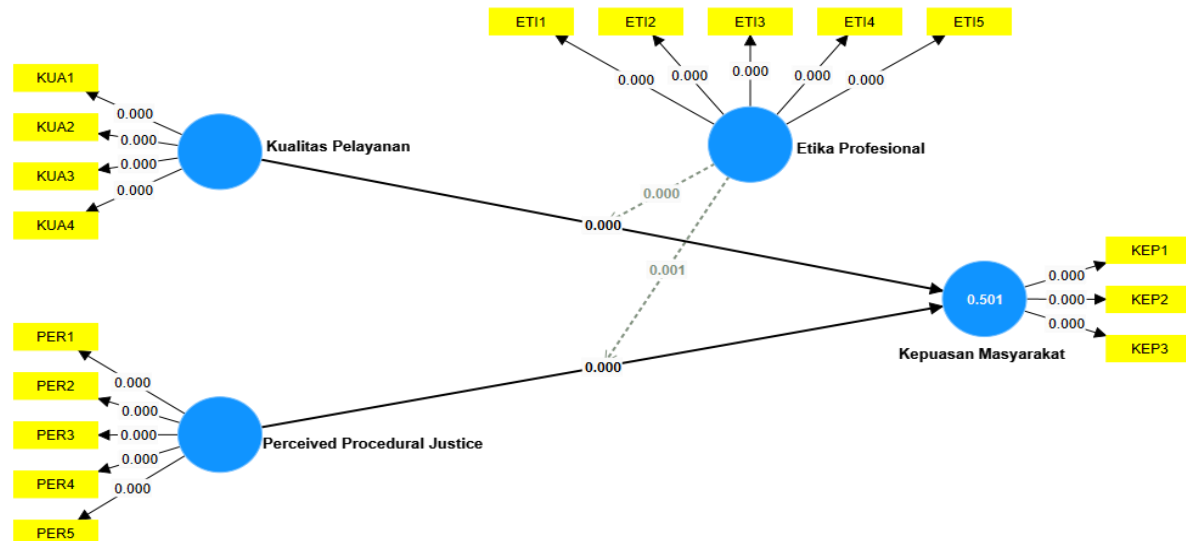


Figure Research Hypothesis Model

In hypothesis testing, decisions are made based on significance values. According to Hair & Alem (2022) H_0 is accepted (no effect) if the P value is more than 0.05 and H_0 is rejected if the P value is less than 0.05.

Table Results of Research Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Service Quality -> Public Satisfaction	0.303	0.303	0.044	6,956	0.000
Perceived Procedural Justice -> Public Satisfaction	0.367	0.369	0.045	8,074	0.000
Professional Ethics x Service Quality -> Customer Satisfaction	0.214	0.213	0.042	5.144	0.000
Professional Ethics x Perceived Procedural Justice -> Public Satisfaction	0.161	0.160	0.048	3,349	0.001

Source: Processed Primary Data, 2026

1) Results of Hypothesis Test 1: The Effect of Service Quality on Public Satisfaction

The analysis results show that the Service Quality variable has a significant positive effect on Public Satisfaction, with a path coefficient of 0.303, a T-statistic of 6.956, and a P-value of 0.000 ($p < 0.05$). This indicates that the better the quality of service provided, the higher the level of public satisfaction with the services of the Central Java Provincial KPU. Thus, the first hypothesis (H_1) is accepted.

2) Results of Hypothesis Test 2: The Effect of Perceived Procedural Justice on Public Satisfaction

Based on the test results, the Perceived Procedural Justice variable has a significant positive effect on Public Satisfaction, with a path coefficient value of 0.367, a T-statistic value of 8.074, and a P-value of 0.000 ($p < 0.05$). This indicates that the higher the public's perception of procedural justice, the higher the level of public satisfaction. Thus, the second hypothesis (H2) is accepted.

3) Results of Hypothesis Test 3: Professional Ethics moderate the influence of Service Quality on Public Satisfaction

The analysis results show that the moderating interaction between Professional Ethics and Service Quality has a significant positive effect on Public Satisfaction, with a path coefficient of 0.214, a T-statistic of 5.144, and a P-value of 0.000 ($p < 0.05$). This indicates that professional ethics can strengthen the influence of service quality on public satisfaction. Thus, the third hypothesis (H3) is accepted.

4) Results of Hypothesis Test 4: Professional Ethics moderates the influence of Perceived Procedural Justice on Public Satisfaction

Based on the test results, the moderating interaction between Professional Ethics and Perceived Procedural Justice has a significant positive effect on Public Satisfaction, with a path coefficient value of 0.161, a T-statistic value of 3.349, and a P-value of 0.001 ($p < 0.05$). This indicates that professional ethics also strengthens the influence of procedural justice on public satisfaction. Thus, the fourth hypothesis (H4) is accepted.

Based on the results of the hypothesis testing, it can be concluded that all hypotheses in this study are accepted. The variables of Service Quality and Perceived Procedural Justice are proven to have a significant positive influence on Public Satisfaction. In addition, Professional Ethics is also proven to act as a moderating variable that strengthens the influence of Service Quality and Perceived Procedural Justice on Public Satisfaction. Thus, it can be stated that improving service quality and the implementation of procedural justice supported by good professional ethics will further increase the level of public satisfaction with the services of the Central Java Provincial General Elections Commission (KPU).

3.1. Hypothesis Discussion

1) The Influence of Service Quality on Public Satisfaction

The results of the hypothesis testing indicate that service quality has a significant positive effect on public satisfaction at the Central Java Provincial Election Commission (KPU), with a path coefficient of 0.303, a T-statistic of 6.956, and a P-value of 0.000 ($p < 0.05$). This finding indicates that the higher the quality of service provided, the higher the level of public satisfaction. Thus, the first hypothesis (H1) in this study is declared accepted. Based on the results of the descriptive analysis of the Service Quality variable, the average value (mean) of each indicator is in the range of 3.061 to 3.731 on a scale of 1–5. In general, this value indicates that public perception of the quality of service at the Central Java Provincial KPU is in the

category of quite good to good. The indicator with the highest average value is KUA4 (officers have competence and provide a sense of trust) of 3.731, which indicates that the aspects of competence and trust are the main strengths in service. Meanwhile, the indicator with the lowest average value was KUA5 (officers provide attention and empathy to the community) at 3.061, which indicates that the empathy aspect still needs to be improved.

Judging from the standard deviation values, which ranged from 0.958 to 1.118, it can be concluded that there was a relatively moderate variation in respondents' answers. The highest standard deviation value was found in the empathy indicator (1.118), indicating quite diverse perceptions among respondents regarding officers' attention to the public. Meanwhile, the other indicators had a relatively more homogeneous distribution of data. Overall, these results indicate that although service quality has been assessed as quite good, there is still room for improvement, especially in the aspects of officer empathy and responsiveness, to further enhance public satisfaction.

Theoretically, these results align with the Expectation–Disconfirmation Theory proposed by Oliver (1994), which explains that public satisfaction is formed from a comparison between initial expectations and perceived service performance. In the context of this research, good service quality reflects the ability of the Central Java Provincial General Elections Commission (KPU) to meet or even exceed the expectations of the public as service users. When service dimensions such as reliability, responsiveness, and empathy are optimally realized, positive disconfirmation occurs, resulting in satisfaction. Furthermore, these findings also strengthen the relevance of the SERVQUAL theory developed by Parasuraman, Zeithaml, and Berry (1988), which states that service quality is a multidimensional construct consisting of tangibles, reliability, responsiveness, assurance, and empathy. In public service practices at the KPU, these five dimensions play a significant role in shaping public perceptions. For example, the availability of adequate facilities (tangibles), accuracy and consistency of service (reliability), speed of officer response (responsiveness), assurance of service competence and security (assurance), and attention to public needs (empathy) simultaneously contribute to increased satisfaction.

Thus, the results of this study not only confirm the proposed hypothesis but also strengthen the theoretical basis that service quality is a key factor in shaping public satisfaction. Therefore, improving service quality must be a strategic priority for the Central Java Provincial Election Commission (KPU) to increase public trust and strengthen the institution's legitimacy in the implementation of democracy.

2) The Influence of Perceived Procedural Justice on Public Satisfaction

The results of the hypothesis testing indicate that perceived procedural justice has a significant positive effect on public satisfaction at the Central Java Provincial General Elections Commission (KPU), with a path coefficient of 0.367, a T-statistic of 8.074, and a P-value of 0.000 ($p < 0.05$). This finding indicates that the higher the public's perception of procedural justice in services, the higher the level of satisfaction felt. Thus, the second hypothesis (H2) in

this study is declared accepted. Based on the results of the descriptive analysis of the Perceived Procedural Justice (X2) variable, the average value (mean) of each indicator is in the range of 2.955 to 3.894 on a scale of 1–5. In general, this value indicates that public perception of procedural justice in services is in the category of quite good to good. The indicator with the highest average value is PER5 (service procedures reflect the needs of the wider community) of 3.894, which indicates that the suitability of procedures to community needs is the aspect most positively perceived by respondents. Meanwhile, the indicator with the lowest average value is PER6 (services do not violate moral and legal values) at 2.955, which indicates that there are still doubts among respondents regarding the integrity and compliance of services with moral and legal values.

Judging from the standard deviation values, which ranged from 0.906 to 1.157, it can be concluded that there was a relatively moderate variation in respondents' answers. The highest standard deviation value was found in the PER6 indicator (1.157), indicating a fairly diverse perception among respondents regarding the suitability of services to moral and legal values. Meanwhile, the other indicators had a relatively more homogeneous level of data distribution. Overall, these results indicate that although procedural justice in services has been assessed as quite good, there is still room for improvement, especially in aspects of consistency in the application of procedures, service improvement mechanisms, and strengthening integrity to more optimally increase public satisfaction.

In the context of the Central Java Provincial General Elections Commission (KPU), these findings suggest that increased public satisfaction can be achieved not only through technical improvements in service quality but also through strengthening the fairness aspect of each service procedure. This includes the development and implementation of consistent standard operating procedures, information transparency, monitoring potential bias, and providing effective complaint and correction mechanisms. Thus, the public not only feels served but also feels treated fairly and valued as part of the service process. Overall, the results of this study not only confirm the proposed hypothesis but also strengthen the theoretical basis that perceived procedural justice is an important determinant in shaping public satisfaction. Therefore, strengthening procedural justice must be an integral part of the strategy to improve the quality of public service at the Central Java Provincial KPU in order to strengthen the institution's trust and legitimacy in the eyes of the public.

3) The Role of Professional Ethics in Moderating the Influence of Service Quality on Public Satisfaction

The test results show that the moderating interaction between professional ethics and service quality has a significant positive effect on public satisfaction, with a path coefficient of 0.214, a T-statistic of 5.144, and a P-value of 0.000 ($p < 0.05$). This finding indicates that professional ethics not only acts as an independent factor, but also as a moderating variable that strengthens the influence of service quality on public satisfaction. Thus, the third hypothesis (H3) in this study is declared accepted. The results of the analysis indicate that Professional

Ethics plays an important role in moderating the influence of Service Quality on Public Satisfaction. Service quality that has been in the fairly good category, especially in the aspects of competence and the ability to build trust, has proven to be a major factor in increasing public satisfaction. However, the effectiveness of this influence is greatly influenced by the level of professional ethics of officers in carrying out services. Professional ethics that are also in the fairly good category indicate that the behavior of officers, especially in terms of responsibility and commitment to completing services, is able to strengthen the positive impact of service quality on public satisfaction. When services are delivered professionally, honestly, and with integrity, the public will perceive the benefits of good service quality, thus optimally increasing satisfaction levels. Conversely, weaknesses in integrity, such as potential personal interests and a lack of empathy in service delivery, can weaken the relationship between service quality and public satisfaction. This is in line with the finding that empathy in service quality and problem-solving in public satisfaction still need improvement, which is also influenced by the consistency of officers' professional ethics.

Thus, it can be concluded that professional ethics not only acts as a supporting factor but also as a reinforcing factor, determining how much service quality can increase public satisfaction. Therefore, efforts to improve service quality need to be accompanied by strengthening professional ethics, particularly in the aspects of integrity, honesty, and service orientation to the public, so that the relationship between service quality and public satisfaction can be more effective and sustainable.

Conceptually, these results align with the views of Denhardt and Denhardt (2000), who emphasized that public services must be based on professional ethical values oriented toward the public interest, integrity, and accountability. In the context of this research, good service quality does not automatically result in high levels of satisfaction if it is not accompanied by ethical behavior of civil servants. Professional ethics is a factor that ensures that the service process is not only technically efficient and effective, but also carried out with honesty, fairness, and responsibility. This finding also strengthens the Public Service Motivation (PSM) Theory proposed by Perry & Wise (2014) which states that moral-based motivation and commitment to the public interest are important determinants of government officials' behavior. In practice, officials with high professional ethics tend to provide services responsibly, non-discriminatory, and uphold the principles of neutrality and transparency. This ultimately increases the public's positive perception of the quality of the services provided.

Overall, the results of this study not only confirm the proposed hypothesis but also provide a theoretical contribution, demonstrating that professional ethics is a key factor strengthening the relationship between service quality and public satisfaction. Therefore, public organizations need to integrate ethical aspects into every dimension of service to ensure that improving service quality truly impacts optimally on public satisfaction.

4) The Role of Professional Ethics in Moderating the Influence of Perceived Procedural Justice on Public Satisfaction

The test results show that the moderating interaction between professional ethics and perceived procedural justice has a significant positive effect on public satisfaction, with a path coefficient value of 0.161, a T-statistics value of 3.349, and a P-value of 0.001 ($p < 0.05$). This finding indicates that professional ethics acts as a moderating variable that strengthens the influence of procedural justice on public satisfaction. Thus, the fourth hypothesis (H4) in this study is declared accepted. The results of the analysis show that Professional Ethics acts as a variable that moderates the influence of Perceived Procedural Justice on Public Satisfaction. Procedural justice that has been in the fairly good category, especially in the aspect of the suitability of procedures to public needs, is an important factor in shaping the level of public satisfaction. However, the strength of this influence does not stand alone, but is greatly influenced by the quality of the professional ethics of officers in carrying out services.

On the contrary, as explained by Cropanzano et al., (2007) Weak professional ethics can weaken or even eliminate the influence of procedural justice on public satisfaction. Formally fair procedures can be perceived negatively if they are implemented inconsistently, non-transparently, or biased towards interests. Therefore, professional ethics is a crucial element bridging the gap between formal regulations and actual practice on the ground.

In the context of election administration, regulations such as the Indonesian Elections Commission (DKPP) Regulation Number 2 of 2017 concerning the Code of Ethics and Guidelines for Election Organizers emphasize that the principle of procedural justice must be implemented based on the values of integrity, independence, and professionalism. This demonstrates that procedural justice in institutions such as the General Elections Commission (KPU) cannot be separated from the ethical dimension. The implementation of fair procedures must always be accompanied by officials' behavior that upholds the code of ethics to generate public satisfaction and trust. Empirically, the results of this study indicate that the influence of perceived procedural justice on public satisfaction is stronger when the professional ethics of officials is at a high level. This means that the public not only assesses whether service procedures are fair, but also whether such justice is carried out with good faith, honesty, and moral responsibility. This emphasizes that the ethical dimension is a key factor in strengthening the relationship between procedural justice and public satisfaction.

In the context of the Central Java Provincial General Elections Commission (KPU), these findings imply that strengthening procedural justice must be integrated with fostering professional ethics among civil servants. Efforts such as internalizing the code of ethics, monitoring the behavior of civil servants, and enforcing discipline are strategic steps to ensure that every service procedure not only complies with regulations but also reflects high ethical values. Overall, the results of this study not only confirm the proposed hypothesis but also provide a theoretical contribution that professional ethics is a crucial factor in strengthening the effectiveness of procedural justice in increasing public satisfaction. Therefore, public

organizations need to ensure that the implementation of fair procedures is always supported by the integrity and professionalism of civil servants.

4. Conclusion

The purpose of this study is to determine and analyze the influence of service quality on public satisfaction, the influence of perceived procedural justice on public satisfaction, and the moderating role of professional ethics in the relationship between service quality and perceived procedural justice on public satisfaction with services at the Central Java Provincial General Elections Commission (KPU). Based on the results of data analysis on 312 respondents using Smart PLS, this study produced several conclusions as follows: Service Quality has a significant positive effect on Public Satisfaction. This indicates that the better the quality of service provided, the higher the level of public satisfaction with the services of the Central Java Provincial General Elections Commission (KPU). This finding indicates that improving service quality that includes aspects of reliability, responsiveness, assurance, and officer competence directly contributes to increasing the level of public satisfaction with the services of the Central Java Provincial General Elections Commission (KPU). With the main strength lies in officer competence and the ability to build public trust. This is reflected in the indicator with the highest average value confirming that the professional aspect has been running well. However, there are still weaknesses in the empathy aspect, as seen from the indicator with the lowest average value, thus indicating the need to increase the attention and concern of officers to the needs of the community. Therefore, improvement efforts are needed that are more focused on increasing empathy and responsiveness of officers so that service quality can be more equitable and ultimately able to optimally increase public satisfaction. Thus, service quality is a determining factor in public satisfaction in using public services. Perceived Procedural Justice has a significant positive effect on Public Satisfaction. This indicates that the higher the public's perception of procedural justice, the higher the level of public satisfaction. This finding indicates that public satisfaction is influenced not only by the final service outcome, but also by perceptions of fairness in the service process, including procedural consistency, transparency, accuracy, and impartiality.

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