

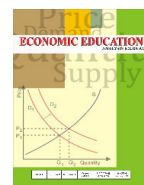


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Analysis of Village Government Service Quality in Efforts to Improve Community Satisfaction

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Abstract

This study is motivated by the unsatisfactory quality of public services provided by the village government, which is perceived as lacking in promptness and responsiveness. Additionally, there is limited availability of information regarding the requirements and procedures for managing population-related documents. This research adopts a descriptive qualitative approach. The focus of the study is the quality of public services in Tutup Village, Tunjungan Sub-district, Blora Regency, particularly in efforts to improve community satisfaction. Data were collected through interviews, documentation, and observation. To assess service quality, five dimensions were employed: (1) Tangible, referring to the condition of infrastructure and room comfort; (2) Reliability, related to staff competence and service appropriateness; (3) Responsiveness, covering service duration and operating hours; (4) Empathy, which includes the provision of solutions and the level of public education and outreach; and (5) Assurance, referring to staff friendliness and service costs. The findings indicate that the quality of services provided by the government of Tutup Village has been implemented adequately. However, improvements in supporting facilities and infrastructure are still needed to optimize the outcomes of the services delivered to the community.

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INTRODUCTION

The government plays a crucial and strategic role in ensuring the delivery of quality public services to all members of society, reflecting its fundamental responsibility as a public servant and regulator. Public services refer to all activities undertaken by the state to meet the essential needs of citizens in a fair, equitable, and accountable manner, encompassing the provision of goods, utilities, and administrative support. This role is not only rooted in the legal framework of the country but also serves as a tangible representation of the state's commitment to the welfare and rights of its people. By ensuring that services are accessible, efficient, and responsive to community needs, the government helps bridge the gap between policy and practice. Moreover, quality public service delivery is a key benchmark for assessing bureaucratic performance, promoting social justice, and fostering public trust in state institutions. In this context, public services must be delivered not only as a legal obligation but also as a means to uphold dignity, enhance civic engagement, and strengthen the social contract between the state and its citizens. Rompas et al. (2016) emphasized that the quality of public services reflects the performance of bureaucracy in responding to public demands for justice and efficiency.

Public service refers to the entire range of services provided by the government, whether in the form of public goods or utilities, which are the responsibility of both central and local government institutions. These services are designed not only to fulfill the basic needs of society but also to ensure the proper implementation of statutory obligations. Public services are not limited to the act of providing assistance; they must be carried out with a commitment to effectiveness, equity, and professionalism to truly benefit the public. In fulfilling these responsibilities, the government must also act as a facilitator of social progress. This is reflected in the three fundamental functions of governance: providing direct servi-

ces to the public, empowering communities to build their own capacity, and promoting sustainable development. When these three functions are executed in a balanced and integrated manner, public services can serve as a transformative force that supports inclusive growth and strengthens public confidence in government institutions.

In line with the government's responsibility to deliver accessible and high-quality public services, this study was conducted in Tutup Village, located in Tunjungan Sub-district, Blora Regency. The village was selected as the research site due to its status as the most densely populated village in the area, resulting in a high frequency of administrative service demands on a daily basis. To improve service efficiency, the village has implemented the Population Administration Information System (SIAM), a digital platform that allows residents to obtain essential documents such as family cards, birth certificates, and death certificates directly at the village office. The adoption of this system represents a significant step toward the digital transformation of public services at the village level. It is expected to enhance the accessibility, speed, and convenience of administrative processes, thereby aligning with broader efforts to modernize local governance and better meet the needs of the community. Field observations revealed several challenges affecting service quality in the village. Using the five service quality dimensions introduced by Zeithaml et al. (1990) and cited in Hardiyansyah (2011) namely Tangibility, Reliability, Responsiveness, Assurance, and Empathy, it was found that residents most frequently complained about two main issues: the limited size of the waiting area and the slow processing time. Additionally, a lack of clear information on service requirements and procedures left many residents confused about how to initiate requests for documents.

Improving the quality of public services at the village level plays a crucial role in accelerating the realization of community welfare. Achieving this goal requires comprehensive efforts to strengthen key components of vil-

lage administration, including the capacity of human resources, institutional systems, infrastructure, and the adaptability of governance structures to local challenges. Without these foundational supports, village governments may struggle to implement effective service delivery, which in turn can hinder the application of good governance principles. Good governance, as described by several scholars, refers to a model of administration that operates effectively, efficiently, and accountably in achieving national development goals. In this context, enhancing public service quality is not merely a technical obligation but a strategic approach to ensuring transparency, equity, and responsiveness within local government institutions. Therefore, fostering high-quality service delivery at the grassroots level is indispensable for realizing democratic governance and sustainable development outcomes in rural communities.

METHODS

The research employed a qualitative method, often referred to as a naturalistic research approach, as the study was conducted in a natural setting (Semiawan, 2010). The research locus refers to the specific place or location where the study was carried out, which in this case was the Village Hall Office of Tutup Village, Tunjungan Subdistrict, Blora Regency. The location was chosen due to the researcher's origin from the local area, which allowed for greater accessibility and time efficiency, thereby supporting a smoother research process. The focus of the study refers to the object or main concern of the research. In this study, the focus was on analyzing the quality of public services delivered by the village government in an effort to enhance community satisfaction in Tutup Village, Tunjungan Subdistrict, Blora Regency.

The data collection techniques used in this study included observation, interviews, and documentation. Observation involved directly observing the ongoing conditions and situations in the field. Interviews were con-

ducted to gather information through direct communication with selected informants. Documentation served as a tool to collect data in the form of existing recorded materials. The participants in this research included service recipients, service officers, and village officials involved in public service delivery in Tutup Village. To select participants, the researcher employed a purposive sampling technique, which involves selecting samples based on specific criteria or considerations (Sugiyono, 2015). To ensure the validity of the data, the study applied methodological triangulation and source triangulation. Methodological triangulation was used to test the credibility of the data by verifying the same source through different techniques. Source triangulation involved validating data by comparing information obtained from multiple informants.

RESULTS AND DISCUSSION

The findings of this study indicate that the quality of public services provided by the Tutup Village Government in Tunjungan Subdistrict, Blora Regency, was analyzed based on the five dimensions of public service quality proposed by Zeithaml, Parasuraman, and Berry (1990) as cited in Hardiyansyah (2011): tangibility, reliability, responsiveness, assurance, and empathy. The first dimension, tangibility, refers to physical appearance, availability of facilities and infrastructure, and the visual presentation of service staff as tangible elements perceived directly by service users.

Based on observations and interviews, it was found that the condition of facilities and infrastructure at the Tutup Village Office was generally adequate to support public service delivery. Service staff reported that existing facilities met current needs, a view supported by community members who described the service environment as reasonably comfortable. However, during peak hours, the waiting area became overcrowded and uncomfortable. These findings reinforce Pratama (2023), who emphasized that tangible aspects, particularly the comfort of physical facilities sig-

nificantly influence public perceptions of service quality in villages. Agustina et al. (2024) also highlighted the importance of providing a sufficient waiting area as a key component of service improvement. Theoretically, Zeithaml et al. (1990) argue that initial physical impressions, such as cleanliness, comfort, and completeness of facilities, greatly shape users' perceptions. Thus, while the physical aspect of service quality is generally satisfactory, the limited waiting area remains an issue requiring improvement. Village authorities should respond with policy measures to adjust office capacity to the increasing demand for services, in line with the principles of excellent service, which emphasize comfort and easy access, as explained in citizen-centered service theories (Sudiarti et al., 2024).

The second dimension, reliability, as defined by Zeithaml, Parasuraman, and Berry (1990), refers to the ability of service providers to deliver consistent, accurate, and trustworthy services. In the context of Tutup Village, this is particularly critical as residents depend on clear, timely, and precise administrative services, such as the issuance of family cards, birth certificates, and other population-related documents. The research findings indicate that service staff possess the necessary skills and professionalism, as confirmed by several respondents who stated that the services received were both prompt and procedural. These results confirm prior studies by Putri (2023), who identified human resource competence as a key indicator of reliable service in village governance. Similarly, Pratama (2023) found that positive community perceptions of staff reliability contribute directly to satisfaction with public services. This recurring pattern suggests that staff reliability significantly shapes public perceptions of service performance.

From a theoretical standpoint, Zeithaml et al. argue that reliability is the cornerstone for building public trust in service institutions. Services that are both fast and aligned with users' needs foster a perception of professionalism and credibility. In Tutup Village, this dimension has been reflected in the staff's

competency and the alignment of service procedures with public expectations. Nevertheless, to maintain and improve this dimension, the village government should provide regular training for service personnel and update Standard Operating Procedures (SOPs) to ensure consistent service quality. This aligns with Dwiyanto's (2006) assertion that professional and accountable public service requires competent personnel and transparent systems.

Field data further reinforce this conclusion. Residents reported that service personnel performed their tasks swiftly and accurately in line with established procedures. For instance, a respondent named Dwi Gita affirmed that "the service was good and fast," underscoring the reliability dimension. This is consistent with findings from Carreon (2024) who emphasized that personnel reliability significantly influences satisfaction with vital services like civil registration. Similar studies by Putri (2023) and Pratama (2023) highlight that technical skills, procedural consistency, and the presence of clear SOPs all contribute to public trust in village service delivery. Thus, while the reliability of services in Tutup Village is currently strong, maintaining this standard requires ongoing investment in training and institutional reinforcement.

The third dimension, empathy, as described by Zeithaml et al. (1990) in Hardiyansyah (2011), emphasizes the extent to which service providers can personally understand citizens' needs, offer attention, and treat users with fairness and care. Empathy in public service is not merely about being polite or friendly, it also includes an awareness of citizens' social contexts, the ability to offer humane solutions, and clear, accessible communication about service procedures.

The findings show that service staff in Tutup Village have demonstrated empathy through their responsiveness and fair treatment of all community members. However, a notable weakness remains: a low level of socialization and public education regarding service procedures. This lack of proactive communication has led to confusion among

residents about the steps required to obtain documents. In this regard, empathy has not been fully translated into effective, proactive communication. These results align with the research of Kusuma and Susanto (2020), who found that in many rural areas, empathetic service is constrained by the lack of communication initiatives from service providers, especially in regions with low information literacy. In a study conducted in Bangsri Village, Jepara Regency, they noted that although staff were polite, the lack of procedural education hindered public understanding. Similarly, Yuliana (2021) emphasized that empathetic service is inseparable from interpersonal communication skills and internal communication systems within the village. Without effective public education, citizens become overly dependent on service staff, increasing the risk of misinformation.

From a participatory public service perspective, Denhardt & Denhardt (2003) argue that quality service treats citizens not as passive recipients but as active partners who should be engaged through two-way communication. When information socialization is minimal, empathy becomes incomplete, it fails to address the need for procedural awareness (Maliske et al., 2021). Although the Tutup Village Government demonstrates empathy in face-to-face interactions and problem resolution, this dimension must be strengthened through proactive and educational communication strategies, such as posters, social media updates, or direct announcements during community events. This shift would ensure that empathy is institutionalized structurally, not just interpersonally.

The fourth dimension, assurance, in the SERVQUAL model refers to the extent to which service providers convey safety, confidence, and trust through professionalism, courtesy, and staff competence (Hardiyansyah, 2011). At the village level, assurance is evident not only through clear and honest information but also through friendly interactions, integrity, and the absence of unauthorized

charges. In Tutup Village, research shows that staff friendliness and the absence of service fees are vital in building public trust. When residents feel they are treated well and not financially burdened, they are more likely to perceive the services as trustworthy and aligned with public interest. The fact that services are provided free of charge also reflects the village government's commitment to clean and transparent governance (Basri et al., 2021; Sofyani et al., 2022).

These findings are consistent with Damayanti (2019); Musa & Yunus (2023); Khan & Arif (2023) who observed that staff friendliness and fee transparency significantly affect satisfaction and loyalty toward village services. Her study in several villages in Sleman Regency showed that service quality is often judged through direct interaction and assurance that no personal gains are involved. Likewise, Herawati and Purnomo (2020) emphasized that assurance reflected in professional conduct, respectful communication, and clarity of information enhances public perceptions of government integrity. They linked assurance with service ethics and the enforcement of fairness within village bureaucracy.

Additional research by Mulyadi & Mustika (2021) and Liu et al. (2022) further stressed that free public services are key to cultivating a positive image of the village government, especially in areas historically associated with illicit fees. When residents feel protected from hidden costs, institutional trust increases, which in turn fosters greater community participation in village programs (Zhang et al., 2024). Therefore, the assurance dimension in Tutup Village has been successfully implemented, as seen in staff demeanor and no-fee policies. However, to sustain this achievement, the village government should develop and disseminate documented service procedures to ensure legal certainty and ongoing transparency. This approach aligns with New Public Management principles, which emphasize efficiency and accountability in the public sector (Fatemi & Behmanesh, 2012).

CONCLUSION

Based on the findings discussed above, the quality of public services at the Tutup Village Office, Tunjungan Subdistrict, Blora Regency, can be evaluated through the five dimensions of service quality: (1) Tangibility, the physical facilities and infrastructure provided by the Tutup Village Government are generally adequate; however, the waiting room becomes overcrowded when there is a high number of service users, causing discomfort. (2) Reliability, the village has competent service personnel who are able to deliver services efficiently and in accordance with the community's needs. (3) Responsiveness, this aspect is relatively well-managed, although long queues still cause delays in service delivery. On the other hand, service operating hours are in line with the established schedule. (4) Empathy, the services provided have been satisfactory, as staff members actively offer solutions to the problems faced by residents. (5) Assurance, this dimension has been very well implemented; the friendliness of the service staff and the absence of service fees for administrative documents contribute positively to user satisfaction. In summary, the overall quality of public services provided by the Tutup Village Government in its effort to enhance community satisfaction is considered to be good. Service recipients have expressed their satisfaction with both the conduct of the service personnel and the outcomes of the services provided. This study recommends that the waiting room be expanded to accommodate more visitors comfortably and that more comprehensive socialization and public education efforts be undertaken regarding service procedures and requirements, either through direct communication or via various media channels, to better inform the community.

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