

## Service Quality Dynamics in Improving the Quality of Public Services and Community Satisfaction in Sukajadi Village

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### ABSTRACT

This study aims to analyze the dynamics of public service quality in increasing community satisfaction in Sukajadi Village. The approach used is descriptive qualitative by referring to the SERVQUAL model which includes the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Data was collected through observation, interviews, and documentation. The results of the study show that the quality of public services in Sukajadi Village still faces various obstacles, especially related to limited human resources, infrastructure, and optimization of service digitalization. However, there are efforts to improve through technology-based service innovation and increased responsiveness of the apparatus. This study concludes that the dynamics of service quality have a significant effect on the level of community satisfaction. Recommendations were given for increasing the capacity of the apparatus, strengthening the digital system, and improving service standards.

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## **INTRODUCTION**

One of the primary roles of the government in successfully and efficiently addressing community needs is public services. The quality of public services is an important indicator in assessing the performance of the bureaucracy and the level of success of government administration (Dwiyanto, 2011). In the context of public administration, quality services not only reflect organizational capabilities, but also reflect the government's responsiveness to community needs. Along with the development of the public administration paradigm, the orientation of service has shifted from just compliance with procedures to focusing on community satisfaction as service users. This approach is in line with the concept of New Public Service which places the community as citizens who must be served optimally (Osborne, 2010). This shows that public services must be able to provide added value to the community.

Bureaucratic reform in Indonesia emphasizes the importance of improving the quality of public services as part of efforts to realize good governance. The government is required to be able to provide services that are transparent, accountable, and responsive to the needs of the community (Sedarmayanti, 2018). However, in its implementation, there are still various obstacles faced, especially at the local government level. Public service problems at the local level are often related to limited human resources, infrastructure, and service systems that are not optimal. This condition causes the services provided to not fully meet the expectations of the community. As a result, there is public dissatisfaction with the services provided by the government.

Urban Villages as the government unit closest to the community have a strategic role in the implementation of public services. As the spearhead of services, the village is required to be able to provide fast, precise, and quality services. This makes the village one of the important indicators in assessing the quality of public services as a whole. However, the reality on the ground shows that there is a gap between community expectations and the quality of services provided by village officials. This gap can be understood through the concept of service quality which emphasizes the difference between people's expectations and perceptions of the services received (Parasuraman et al., 1988).

The SERVQUAL model is one of the widely used approaches to measure service quality. This model includes five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. These five dimensions provide a comprehensive analytical framework in assessing the quality of public services. The tangible dimension is related to the physical condition of the available service facilities and infrastructure. Sufficient facilities will make it easier for the community to receive services. On the contrary, limited facilities can be an obstacle in providing optimal service.

The reliability dimension is related to the ability of the apparatus to provide services accurately and consistently. Service reliability is an important factor in building public trust in the government. Inconsistent service will lower the level of public trust. The responsiveness dimension emphasizes the willingness of the apparatus to help the community and provide services quickly. High responsiveness shows the commitment of the apparatus in serving the community optimally. This is one of the important factors in increasing community satisfaction.

The assurance dimension is related to the ability of the apparatus to provide assurance and trust to the community. Public trust in public services is greatly influenced by the professionalism of the apparatus. Therefore, improving the competence of the apparatus is very important. The empathy dimension emphasizes the attention and concern of the apparatus to the needs of the community. Personalized and humane services will increase community satisfaction. Empathy is an important aspect in creating quality services.

Expectations and perceived service performance are compared to determine community satisfaction. According to Kotler (2012), satisfaction is the level of feeling a person feels after comparing the perceived performance with his expectations. In the context of public services, community satisfaction is the main indicator of service success. Public satisfaction is not only influenced by the quality of service, but also by other factors such as ease of access, speed of service, and attitude of the apparatus. Therefore, improving the quality of services must be carried out comprehensively and continuously.

In the era of globalization and the development of information technology, public services are required to be able to adapt to the changes that occur. Digitization of services is one of the solutions in improving the quality of public services. Digital-based services allow the service process to be faster and more efficient. However, the implementation of service digitalization at the village level still faces various obstacles. The limitations of technological infrastructure and the low digital literacy of the apparatus are the main obstacles in the implementation of digital services. In addition, not all people have access and ability to use digital services. This shows that the transformation of public services requires a comprehensive and integrated approach. The government needs to pay attention to the aspects of human resources, technology, and community participation in developing an effective service system.

Sukajadi Village as one of the local government units has an important role in providing services to the community. The characteristics of heterogeneous communities with diverse service needs make public services in this region have their own challenges. Based on these conditions, it is important to examine the dynamics of the quality of public services in Sukajadi Village. This dynamic includes various changes and improvement efforts made by the apparatus in improving service quality.

This research also aims to identify factors that affect the quality of public services at the village level. By knowing these factors, it is hoped that the right strategy can be formulated to improve the quality of service. In addition, this study also seeks to analyze the level of public satisfaction with the services provided. This analysis is important to know the extent to which the services provided have met the expectations of the community. This research is expected to make an empirical contribution to the development of public service theory, especially related to the application of the SERVQUAL model at the local government level. In addition, the results of this research are also expected to be evaluation material for local governments in improving the quality of services. Thus, this research has high relevance both theoretically and practically. Theoretically, this research enriches the study of the quality of public services. Practically, this study provides recommendations for improving public services at the village level. Therefore, this research is focused on the analysis of Service Quality Dynamics in improving the quality of public services and community satisfaction in Sukajadi Village. This approach is expected to provide a comprehensive picture of the condition of public services at the local level.

## **LITERATURE REVIEW**

All services that the government is responsible for providing to the community in compliance with legal and regulatory requirements are considered public services. According to Law Number 25 of 2009 concerning Public Services, state administrators' provision of products, services, and administrative services are all considered public services. In the context of public administration, service quality is an important indicator in assessing the success of government administration. The quality of public services can be understood as the level of service excellence that is able to meet or even exceed the expectations of the community. According to Tjiptono (2014), service quality is a dynamic condition related to products, services, people, processes, and the environment that meet or exceed expectations. Thus, the quality of service is not static, but continues to change along with the development of people's needs.

One of the most widely used models in measuring service quality is the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (2018). This model measures service quality based on the gap between customer expectations and perceptions of the service received. SERVQUAL consists of five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. The tangible dimension is related to the physical aspects of the service, such as facilities, equipment, and the appearance of employees. The existence of adequate facilities and infrastructure will give a professional impression and increase the comfort of the community in receiving services. On the contrary, limited facilities can be an obstacle in providing optimal service.

The reliability dimension refers to the ability of service providers to provide accurate, consistent, and reliable services. Service reliability is an important factor in building public trust in government institutions. Inconsistent services will create uncertainty and lower the level of public trust. The responsiveness dimension is related to the willingness and speed of the apparatus in helping the community and providing services. High responsiveness shows the commitment of the apparatus in providing optimal service. This also reflects the level of professionalism in carrying out public service duties.

The assurance dimension includes the knowledge, competence, and attitude of the apparatus in providing service assurance to the community. This guarantee includes a sense of security, trust, and legal certainty in service. Competent and professional apparatus will be able to increase public trust in the services provided. The empathy dimension is related to the attention and concern of the apparatus to the needs of the community. Services that are humanistic and oriented to individual needs will increase community satisfaction. Empathy is one of the important factors in creating a good relationship between the government and the community.

Community satisfaction is the result of community evaluation of the services received. According to Kotler and Keller (2012), satisfaction is a person's feeling of happiness or disappointment that arises after comparing their perceived performance with their expectations. In the context of public services, community satisfaction is the main indicator of service success. The relationship between service quality and community satisfaction is linear, where the better the quality of service provided, the higher the level of community satisfaction. This is supported by various studies that show that service quality has a significant influence on community satisfaction (Zeithaml et al., 2018).

In the digital era, public services are also undergoing transformation through the use of information technology. The digitization of public services allows the service process to be faster, more transparent, and more efficient. However, the success of digitalization is highly dependent on the readiness of human resources and available technological infrastructure. Thus, the dynamics of public service quality include various aspects, ranging from the quality of service interaction to the use of technology. This approach is important in understanding how public services can continue to evolve to meet the needs of the community.

## **METHODOLOGY**

This study uses a qualitative approach with a descriptive method to understand in depth the dynamics of the quality of public services in Sukajadi Village. The qualitative approach was chosen because it is able to comprehensively describe social phenomena and provide a deep understanding of the reality that occurs in the field. The informants in this study consisted of village officials and service user communities. The selection of informants is carried out by purposive sampling, which is based on the consideration that the informants have knowledge and experience that is relevant to public services in Sukajadi Village.

Data collection techniques are carried out through in-depth interviews, direct observation, and documentation. The interviews were conducted to explore information related to informants' experiences and perceptions of public services. Observations were made to see firsthand the service process that took place. Documentation is used to complement the data obtained. Data analysis was carried out using the interactive analysis model of Miles, Huberman, and Saldaña (2014) which includes three stages, namely data reduction, data presentation, and conclusion drawn. Data reduction is done by selecting and simplifying relevant data. The presentation of data is carried out in the form of a descriptive narrative. Conclusions are drawn to find patterns and relationships between variables.

To maintain the validity of the data, this study uses source and method triangulation techniques. Triangulation is carried out by comparing data obtained from various sources and using various data collection techniques. This aims to increase the validity and reliability of research results.

## **RESEARCH RESULT**

The results of the study show that the quality of public services in Sukajadi Village is generally in the category of quite good, but not fully optimal in meeting community expectations. This can be seen from the gap between community expectations and the services provided by the village apparatus. Based on the results of interviews and observations, the community acknowledges that there are efforts to improve services, but in practice there are still several obstacles that affect the overall quality of service.

In the tangible dimension, the condition of service facilities and infrastructure is still not fully adequate to support optimal services. The available service space is considered insufficient to accommodate the number of people who come, so that at certain times there is a buildup of queues. In addition, supporting facilities such as seating, queuing systems, and information technology devices are still limited. This condition has an impact on the comfort of the community in receiving services and creates the perception that services have not been managed in a modern and professional manner. Nevertheless, there are efforts from the village to gradually improve the existing facilities.

In the reliability dimension, the village apparatus has basically been able to provide fairly accurate services in accordance with applicable procedures. Administrative processes such as the management of certificates and other documents can be completed according to standard operating procedures. However, in some cases, inconsistencies are still found in the time to complete the service. This is influenced by the limited number of apparatus and the high workload. This condition causes services to sometimes experience delays, causing a perception of being less reliable in the eyes of the public.

In the responsiveness dimension, the results of the study show an increase in the alertness and speed of the apparatus in serving the community. Village officials generally are responsive to the needs of the community, especially in providing information and assisting in the administrative process. The public considers that the apparatus is quite easy to contact and willing to provide explanations related to service procedures. However, this responsiveness is still uneven, especially when the volume of services increases, where the limited number of officers causes services to be less fast.

In the assurance dimension, the village apparatus is considered to have a fairly good ability to provide service guarantees to the community. This is reflected in the professional attitude, communication skills, and understanding of service procedures owned by the apparatus. The public feels quite confident in the services provided because of the certainty in the administrative process. In addition, transparency in the delivery of information is also a factor that increases public trust. However, it is still necessary to improve the competence of the apparatus to ensure a more consistent quality of service.

Meanwhile, in the empathy dimension, the results of the study show that the aspect of individual attention to the community still needs to be improved. Although the apparatus shows a friendly and polite attitude, in some situations, the service is still formal and has not fully shown a personal approach. This can be seen from the lack of attention to the special needs of certain communities, such as the elderly or people who lack understanding of administrative procedures. This condition shows that the aspect of empathy in public services still needs to be strengthened so that services become more humane and oriented to the needs of the community.

In addition to the five dimensions of SERVQUAL, the results of the study also show that there are efforts to digitize services in Sukajadi Village as part of the dynamics of improving service quality. The use of communication media such as instant messaging applications and other digital platforms has begun to be used to facilitate access to information and services. This innovation has a positive impact in increasing efficiency and accelerating the service process. However, the implementation of digitalization still faces obstacles, especially related to the limitations of technological infrastructure and the ability of apparatus to operate digital systems.

Overall, the results of this study show that the quality of public services in Sukajadi Village is in a developing condition, with various improvement efforts made by the apparatus. Although there are still various limitations, especially in the aspect of infrastructure and human resources, there are indications of a commitment to improve service quality. This dynamic shows that public services at the village level continue to undergo a process of adaptation and improvement to meet the needs and expectations of the community.

## DISCUSSION

The results of this study show that the quality of public services in Sukajadi Village is in fairly good condition but not fully optimal, which reflects the gap between community expectations and the services received. These findings are in line with the concept of service quality in the SERVQUAL model put forward by Parasuraman et al. (1988), where the quality of service is determined by the comparison between the expectations and perceptions of service users. In this context, people as service users still feel that there are shortcomings in several dimensions of service, especially in the aspects of tangibles and empathy, so that it has an impact on the level of satisfaction that has not been maximized.

In the tangible dimension, the limitations of service facilities and infrastructure found in this study show that the physical aspect is still one of the important factors in shaping public perception of service quality. Inadequate facility conditions not only affect comfort, but also reflect the level of readiness of the organization in providing professional services. This is in line with the opinion of Tjiptono (2014) who states that the quality of service is not only determined by the service process, but also by the physical environment that supports it. Therefore, improving service infrastructure is one of the priorities in improving the quality of public services.

In the reliability dimension, the results of the study show that the village apparatus has been able to provide fairly accurate services, but is not consistent in terms of service completion time. This inconsistency shows that there are obstacles in the work system and human resource management. According to Zeithaml et al. (2018), Reliability is the core of service quality because it is related to the organization's ability to fulfill service promises appropriately and consistently. Thus, improving service reliability requires improvements in workload management, standardization of procedures, and increasing apparatus capacity.

The responsiveness dimension in this study shows a positive development, where village officials are considered quite agile and responsive in serving the community. Good responsiveness reflects the commitment of the apparatus in providing services that are oriented to the needs of the community. This is in line with the concept of New Public Service which emphasizes the importance of government responsiveness to citizens (Osborne, 2010). However, uneven responsiveness shows that the number and distribution of human resources are still obstacles that need to be considered.

In the assurance dimension, the results of the study show that the village apparatus has been able to provide a fairly good service guarantee to the community. Public trust in public services is an important aspect in creating government legitimacy. The ability of the apparatus to provide clear information, a professional attitude, and certainty in the service process are the main factors in increasing assurance. This is in line with the theory that public trust in public institutions is greatly influenced by the quality of interaction between the apparatus and the community (Kotler & Keller, 2012).

Meanwhile, in the empathy dimension, the results of the study show that the aspect of individual attention to the community still needs to be improved. Services that tend to be formal and less personal indicate that service orientation still focuses on procedures rather than individual needs. In fact, in the perspective of modern public services, a humanist and community-oriented approach is very important. Empathy in service not only increases community satisfaction, but also strengthens the relationship between the government and the community.

In addition to the analysis based on the SERVQUAL dimension, this study also reveals dynamics in the form of efforts to digitize public services in Sukajadi Village. The use of information technology in services shows adaptation to the times and efforts to improve the efficiency and effectiveness of services. Digitization of services is in line with the concept of e-government which aims to improve transparency, accountability, and quality of public services. However, the success of digitalization is highly dependent on the readiness of infrastructure and the competence of the apparatus, which in this study is still the main obstacle. Furthermore, the relationship between service quality and community satisfaction in this study shows that improving service quality directly has an impact on increasing community satisfaction. This is in line with the theory put forward by Kotler and Keller (2012) that satisfaction is the result of a comparison between expectations and perceived performance. When the services provided are able to meet or exceed the expectations of the community, the level of satisfaction will increase. On the other hand, if the service does not meet expectations, dissatisfaction will arise.

The findings of this study also reinforce the results of previous research which showed that the quality of public services at the local level still faces various challenges, especially related to limited human resources and infrastructure. This shows that efforts to improve service quality cannot be done partially, but require a comprehensive and sustainable approach. The government needs to carry out service reforms that include increasing the capacity of apparatus, strengthening the service system, and utilizing information technology.

Overall, the results of this study show that the dynamics of public service quality in Sukajadi Village are a process that continues to develop. Although there are still various limitations, the existence of improvement and innovation efforts shows that public services at the village level have the potential to continue to be improved. Therefore, a strong commitment from all parties is needed to realize quality, responsive, and community-oriented public services.

## **CONCLUSIONS AND RECOMMENDATIONS**

It can be inferred from the study's findings that the quality of public services in Sukajadi Village in general has been running quite well, but it has not been fully optimal in meeting the expectations of the community. This can be seen from the fact that there are still gaps in several dimensions of service quality, especially in the tangibles and empathy aspects, while the dimensions of reliability, responsiveness, and assurance show relatively better performance even though they still need improvement. Limited facilities and infrastructure, as well as the number and capacity of human resources, are the main factors affecting the quality

of services. On the other hand, the existence of service digitization efforts shows positive dynamics in improving the efficiency and accessibility of public services. Overall, the quality of service has a close relationship with the level of community satisfaction, where better service will have an impact on increasing public trust and satisfaction with the government.

Based on these findings, some of the recommendations that can be given include the need to increase the capacity of human resources through training and competency development of apparatus to be able to provide more professional, responsive, and community-oriented services. In addition, the village government needs to improve and develop service facilities and infrastructure to create a comfortable and supportive service environment. Strengthening the service digitization system also needs to be carried out in a sustainable manner supported by adequate technological infrastructure and increasing digital literacy for both apparatus and the public. In addition, it is important to instill a service culture that is oriented towards empathy and community satisfaction so that public services are not only administrative, but also humanistic. With the implementation of these recommendations, it is hoped that the quality of public services in Sukajadi Village can continue to improve and be able to meet community expectations more optimally.

#### **ADVANCED RESEARCH**

Further research is recommended to use a quantitative approach or mixed methods to measure the effect in more depth.

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