



## Public Perspectives on The Quality of Public Services at The Bailo Village Office

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### ABSTRACT

#### Keywords:

Public Services,  
SERVQUAL, Service  
Quality

This study aims to evaluate the quality of public services at the Bailo Village Office, Tojo Una-Una Regency, using a qualitative research approach with a case study design. Data were collected through in-depth interviews with seven informants, including community members and village staff, and through direct observation. This study identified five dimensions of service quality based on the SERVQUAL model, namely reliability, responsiveness, assurance, empathy, and tangibles. The results showed that most services met community expectations, but there remained inequalities in Time efficiency and service speed. The dimensions of reliability and responsiveness were generally good, but some officers were inconsistent in providing efficient service. The dimensions of assurance, empathy, and tangibles also demonstrated good quality, though they still needed improvement, particularly in facility maintenance and the consistency of employee empathy. This study provides recommendations for improving employee training, Time management, and supporting facilities to improve the quality of public services.

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## INTRODUCTION

Quality public services are a crucial aspect in creating a prosperous society and ensuring equitable access to its rights (Norman, 2023). Improving the quality of public services impacts public satisfaction, which in turn increases trust in the government (Garritzmann et al., 2023). Service is an interaction between service providers and recipients, either directly or through technological assistance (Hikam et al., 2025; Rachman, 2021). People who are satisfied with the services they receive tend to have a positive view of the government. Conversely, poor service can reduce public trust and decrease their satisfaction (Tanny & Zafarullah, 2023). Therefore, it is important to conduct research related to the quality of public services to determine whether public expectations match the

reality received, thereby increasing service effectiveness and creating a harmonious relationship between the government and the community.

In the context of public services in Indonesia, there are still various problems that affect the quality of services provided by government agencies (Salam, 2023). One of these is inadequate service quality, even though the government has attempted to provide better access to services through Law Number 25 of 2009 concerning Public Services (Sadik et al., 2024). Based on research by Wiranata and Kristhy (2022), public services are the government's obligation to fulfill citizens' rights to goods, services, and administrative services (Ashwad et al., 2025). However, the reality on the ground shows that many people still complain about the long service process, the unresponsiveness of officers, and the lack of attention to their complaints or aspirations (Do & Bowden, 2024). This issue raises the need for a deeper examination of the factors influencing the quality of public services, as well as how to improve the behavior of service personnel to create public satisfaction (Sapitri et al., 2025).

In Tojo Una-Una Regency, particularly in Bailo Village, the quality of public services provided by village officials still faces significant challenges. Based on interviews with several local residents, dissatisfaction was found regarding slow service processes, lack of officer responsiveness, and limitations in receiving and following up on public complaints. This indicates a gap between public expectations of the services they receive and the reality they face. This condition impacts low levels of public satisfaction, necessitating an in-depth evaluation of the factors influencing service quality. The public desires services that are fast, efficient, and that meet their needs effectively, reflecting the importance of improving the public service system at the village level.

Many researchers have previously conducted research on the quality of public services. Rachman (2021) suggests that service quality is closely related to the interaction process between service providers and recipients. (Tamzil et al., 2025). Furthermore, research by Lahaling et al. (2023) found that public assessment of the quality of police services is significantly influenced by the discrepancy between public expectations and perceived reality (Toyib et al., 2025). This research provides insight into how public service quality is perceived. However, there is little research that has examined service quality in depth at the sub-district level. Many previous studies have focused on services at larger government agencies, while services at the sub-district level are often overlooked.

Several previous studies have also highlighted the issue of sub-optimal service quality, such as that found by Safitri et al. (2022), who stated that the comfort of the premises and the use of technological aids by service officers need to be improved to enhance service quality (Graham et al., 2025). However, these

studies have not focused on public understanding of service quality at sub-district offices specifically. Therefore, this study fills this gap by focusing on the Bailo sub-district as the object of study. Furthermore, the use of the SERVQUAL model and Nvivo 12 Plus software in this study also provides a distinct methodological contribution, given that this software is rarely used in public service quality research, especially at the sub-district level.

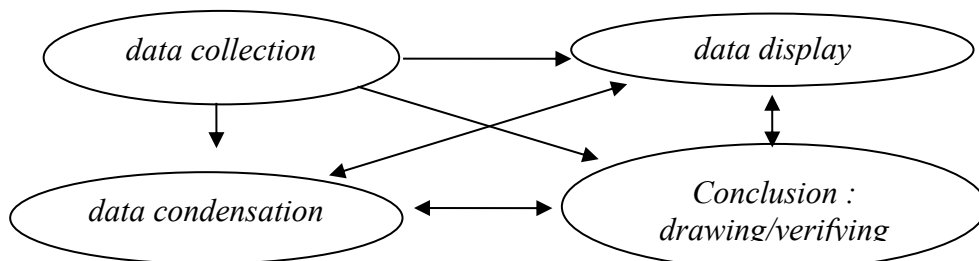
This research offers significant novelty, both theoretically and methodologically. Theoretically, this study examines public perspectives on the quality of public services at the Bailo Village Office using the SERVQUAL model, which allows for more detailed measurement of various dimensions of service quality, such as reliability, responsiveness, assurance, empathy, and tangibles. Methodologically, this study utilizes Nvivo 12 Plus software for qualitative data analysis, providing deeper insights into the factors influencing public satisfaction. This research also provides a new perspective on understanding public service quality at the village level, an area often overlooked in previous studies. Therefore, this research makes an important contribution to improving understanding of the factors influencing public service quality and how to improve public satisfaction.

This study aims to answer several key questions: first, how do the public perceive the quality of services provided by the Bailo Village Office? Second, what factors influence public satisfaction with these services? Third, what strategies can be implemented to improve the quality of public services at the village office? A tentative conclusion is that good public service quality requires attention to factors such as responsiveness, reliability, and ease of access to information. This research contributes by providing a more in-depth analysis of service quality at the village level and providing empirically based recommendations for improving public service quality. This research also emphasizes the importance of improving the performance of government officials in providing quality public services, which in turn will increase public satisfaction and trust in the government.

Education is crucial in improving the quality of public services. Well-educated service personnel who understand the importance of responsive and quality service will be better able to provide services that meet public expectations. Hidayatullah (2024) states that good public service is closely related to the knowledge and skills possessed by officers (Mahsusi et al., 2024). Therefore, training and educational capacity building for service personnel at village offices are essential to creating efficient and adequate services. In addition, the public also needs to be given an understanding of their rights to obtain quality services, which can be done through education about good public services and ways to convey complaints or input effectively.

## RESEARCH METHOD

This research used a qualitative approach with a case study design to gain a deeper understanding of service quality at the Bailo Village Office in Tojo Una-Una Regency, which faces issues such as lengthy service processes and a lack of staff responsiveness. This location was chosen based on community complaints, which prompted this research to explore factors influencing services at the village level. Data were collected through in-depth interviews with seven informants (four community members and one village staff member), participant observation, and documentation. These techniques were chosen to obtain comprehensive data and valid triangulation, to explore community experiences, perceptions, and expectations regarding the services they receive, and to understand the interactions between staff and the community directly. This data analysis was conducted continuously throughout the research process to ensure that data interpretation remained relevant and focused on the research objectives. The stages in the Interactive Model data analysis process are shown in Figure 1 below,



**Figure 1. Data Analysis Process**

The data analysis process in this study follows the interactive analysis model by Miles, Huberman, and Saldana (2014), which includes four stages: first, data condensation, by selecting and focusing on relevant information; Second, data reduction, to identify patterns and themes; third, data display, by presenting data in the form of tables, graphs, or diagrams; and fourth, data verification, to ensure the accuracy and consistency of the data by cross-checking with the raw data.

## RESULT AND DISCUSSION

### Result

This study was conducted through in-depth interviews with seven informants, including one village staff member who directly interacts with the community. The informants were selected using purposive sampling and included residents who had previously received services such as ID card issuance, domicile certificates, land administration, and other assistance services

from the village. The classification of the number of informants is shown in the following Table 1,

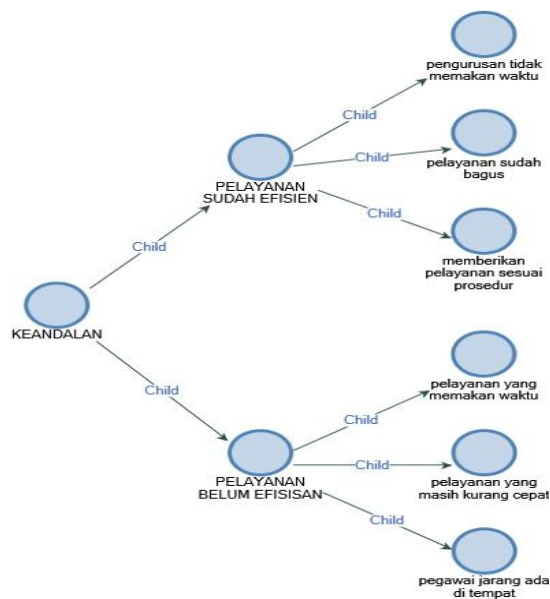
**Table 1. Informant Classification**

<b>Informant Code</b>	<b>Age</b>	<b>Role</b>	<b>Type of Service</b>
1	56 years old	Community	Domicile Certificate & Assistance
2	30 years old	Community	Consultation on Services & PIK Affairs
3	48 years old	Community	Consultation on Services & Family Card (KK) Creation
4	46 years old	Community	Family Card & ID Card (KK) Creation
5	47 years old	Community	Consultation on Services & Family Card (KK) Creation
6	36 years old	Community	Consultation on Services & Document Processing
7	27 years old	Community	Land and Entrepreneurship Certificate Creation and Service Consultation
8	49 years old	Staff	Staff

The researchers used Word Frequency Query analysis to identify the main focus of the research data by calculating the frequency of occurrence of certain words in the interview transcripts, which were visualized through a Word Cloud. The analysis results showed that the most frequently appearing words were "service," "employee," "good," "hope," "attitude," "experience," and "society," which are consistent with the main themes in this study (Kraiwani and Limna, 2023). After the data was obtained, the researchers identified themes and subthemes which were then analyzed using Nvivo 12 Plus software for Windows, with the results of the analysis organized and presented in the following description:

### **Reliability**

Reliability in public services refers to the ability of officers to provide services in a timely, accurate, and procedural manner. In this study, reliability was measured based on the time efficiency and the appropriateness of procedures followed by officers. Reliability also encompasses consistency in providing services that meet the standards expected by the public. Field findings show a comparison between efficient and inefficient services, reflecting reliability in services.



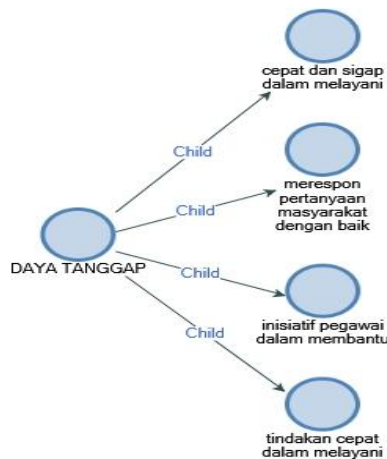
**Figure 2. Reliability**

Based on interviews with informants involved in administering services at the sub-district office, most residents assessed the service as quite efficient, with staff being friendly and following procedures. Some informants expressed positive impressions about the speed and accuracy of service, reflecting a high level of reliability in service, consistent with the SERVQUAL definition of reliability. However, not all residents' experiences were consistent. Others expressed dissatisfaction with slow service speeds and long wait times, even though staff remained friendly and helpful.

Observations at the Bailo Sub-district Office noted two distinct service patterns: some staff worked efficiently, while others were slow in completing tasks. Some residents experienced difficulty receiving timely service due to staff absence. This suggests that while some services met expectations, there are still areas for improvement, particularly regarding staff punctuality and attendance. Overall, service at the Bailo Sub-district Office is quite good but inconsistent, with several aspects requiring improvement to achieve efficient service standards.

### Responsiveness

Responsiveness in public services refers to the willingness and ability of officers to provide prompt, responsive service and respond effectively to public needs. This dimension measures the extent to which officers can act quickly and proactively in resolving issues without waiting for requests. Based on the SERVQUAL model, responsiveness encompasses speed, alertness, initiative, and prompt responses to public inquiries. Field findings demonstrate staff readiness to serve, respond quickly, and provide assistance with initiative.



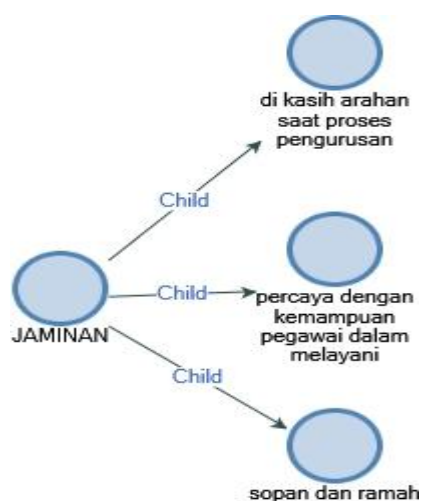
**Figure 3. Responsiveness**

Based on interviews with Informants 1, 3, 2, and 5, the majority of employees at the sub-district office demonstrated positive service responses, such as speed, responsiveness, and friendliness. Informants stated that employees were responsive to service, answered questions politely and clearly, and provided needed information promptly. Direct observations at the Bailo Sub-district Office also noted that employees demonstrated high levels of initiative in assisting the public, creating an informative atmosphere, and building public trust in the quality of service.

Overall, service at the sub-district office was quite good, with employees responding promptly and serving the public. However, while most employees met public expectations, there were still some minor differences in service speed and initiative that needed to be addressed to achieve consistency across all aspects of service. This indicates that while the majority of employees provided adequate service, there is still room for improvement in several areas to achieve more efficient and consistent service.

### **Guarantee**

The assurance dimension in public services refers to the ability of officers to provide trust, a sense of security, and certainty in providing services. This encompasses officers' knowledge, courtesy, and ability to explain procedures and handle problems competently. In this study, the assurance subtheme encompasses clear directions from officers, public trust in their abilities, and their friendly and courteous demeanor. Field findings related to this subtheme reflect clarity of information, trust, and a friendly attitude in service.



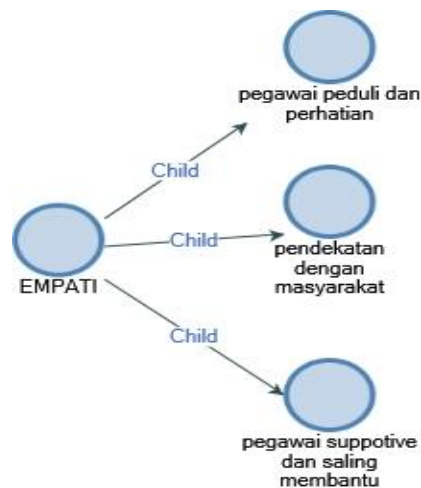
**Figure 4. Guarantee**

Based on interviews with Informants 1, 3, and 7, the majority of residents gave a positive assessment of the attitude of the village office staff, particularly regarding clear direction, competence, and friendliness. Informants felt that staff provided structured and adequate guidance, making administrative processes easier. Trust in staff capabilities was also reflected in statements indicating public confidence that staff were well-trained and capable of handling their tasks effectively. This reflects the assurance dimension of SERVQUAL, which focuses on clarity, trustworthiness, and credibility in service.

Observations at the Bailo Village Office showed that staff consistently provided clear direction and were polite, creating a comfortable and open service atmosphere. Residents felt valued and had no difficulty understanding procedures. Although the assurance dimension of service was well-functioning, efforts are still needed to maintain and consistently improve this service quality. The observed pattern indicates that staff generally succeeded in meeting community expectations in terms of direction, competence, and courtesy, which improved public satisfaction and the image of the government agency.

### **Empathy**

Empathy in public service refers to the ability of officers to show concern for community needs, build emotional closeness, and create a comfortable atmosphere. In the SERVQUAL model, empathy is essential for the relationship between officers and the community, encompassing personal attention, helpfulness, and good communication skills. This study identified three subthemes of empathy: employee concern for the community, a positive approach, and supportive and helpful attitudes among employees, all of which aim to increase public trust and satisfaction.



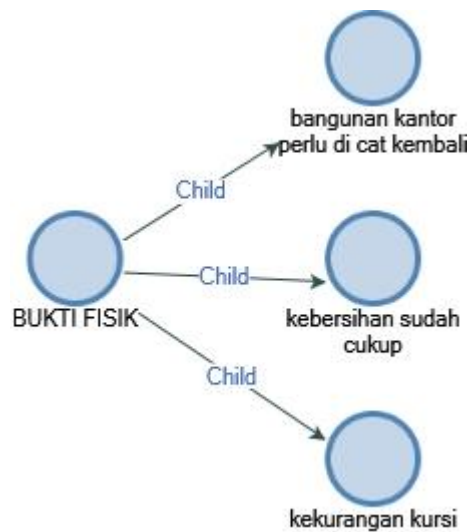
**Figure 5. Empathy**

Based on interviews with Informants 1, 3, 6, and 7, the majority of residents assessed that the staff at the Bailo Village Office demonstrated good attention to their needs. Staff not only carried out administrative procedures but also addressed the community's emotional needs, creating a positive experience. This positive social approach reflects the empathy dimension of SERVQUAL, which is essential for establishing a relationship of mutual trust and respect between employees and the community. Staff also demonstrated proactive interactions and provided clear directions, welcoming the community with a friendly and attentive attitude.

Direct observations at the village office indicated that cooperation among staff significantly contributed to smooth service delivery and created a harmonious and pleasant work environment for the community. The majority of staff demonstrated a caring attitude toward the community and mutual assistance, reinforcing the government agency's image as a provider of quality, humane services, and oriented toward community satisfaction. This empathetic attitude fosters good relationships between staff and the community, enhancing service quality and public trust.

**Physical evidence**

The physical evidence dimension in public services includes the condition of facilities, buildings, cleanliness, and infrastructure, which influence the public's first impression of service quality. Physical conditions play a significant role in shaping perceptions of service quality. This study identified three subthemes of physical evidence: office building maintenance, adequate cleanliness, and lack of chairs for waiting customers. Field findings related to building condition, cleanliness, and supporting facilities can be seen in the following figure:



**Figure 6. Physical evidence**

Based on interviews with Informants 1, 2, 3, and 5, several suggestions were made regarding the physical condition of the sub-district office. Informants 1 and 5 suggested further attention to the office building, particularly repainting to maintain a professional impression. Furthermore, Informants 2 and 3 expressed discomfort due to the lack of chairs in the waiting room, which forced residents to stand. Although the service area was well-maintained, the lack of supporting facilities, such as chairs, and the aging condition of the building were significant concerns that impacted public comfort.

From observations, researchers noted that although the service area was reasonably clean, the office building required further maintenance, particularly repainting, and the number of chairs in the waiting room needed to be increased. This indicates that while most of the physical elements of the service area were adequate, several supporting facilities still needed improvement to enhance the comfort and quality of public services. Improved facilities and building maintenance are expected to create a more comfortable environment for the public.

## Discussion

The results of this study indicate that the quality of service at the sub-district office has several aspects that have met public expectations, but there are also areas that require improvement. The findings regarding reliability, responsiveness, assurance, empathy, and tangibles in public services show conformity with the dimensions proposed in the SERVQUAL model (Astya, 2025). The reliability of services at the sub-district office is mostly considered efficient, but there are some inequalities related to waiting times and employee absence (Madubun, 2024). This is in line with previous research which states that

the reliability of public services must meet standards of consistency and timeliness to achieve public satisfaction (Amir et al., 2023). However, not all employees in the sub-district office provide efficient service, which leads to the need to improve time management and employee attendance management (Rambulangi et al., 2024).

Responsiveness, as the second dimension in the SERVQUAL model, also obtained results that reflect the quality of responsiveness (Rahmawati et al., 2023). Most informants gave a positive assessment of the speed and alertness of employees in providing services. This is in line with findings in the literature stating that good responsiveness increases public satisfaction because it is able to provide a quick response to their needs (Zhang et al., 2023). However, some differences in terms of service speed were still found, indicating that there are differences in the ability of officers to provide a prompt response. Therefore, further training for employees on time management and initiative in helping the community can improve the consistency of fast and responsive service (Boguslavska et al., 2025).

The assurance dimension, which encompasses the ability of employees to instill trust and a sense of security in the public, was also found in this study. The majority of informants expressed confidence in the employees' abilities and felt safe during the service process (Velasco, 2024). This aligns with the literature, which states that the assurance dimension is important for creating a positive image of public institutions and increasing public trust (Rijal & Saranani, 2023). These findings imply that a professional and competent attitude from employees is crucial in building public trust in public services. However, even after trust has been established, emphasizing ongoing training for employees to ensure they consistently provide clear and accurate information will further improve service quality (George & George, 2023).

The empathy dimension, related to employee attention and concern for the public, was also reflected in the results of this study. The majority of informants assessed that employees at the village office had a positive approach and were concerned with their needs. Empathy is crucial in building good relationships between service providers and service users, because it contributes to customer satisfaction (Dipoatmodjo, 2024). These findings indicate that personal attention and a positive social approach from employees play a crucial role in creating a positive experience for the public, although there are several areas for improvement to ensure consistency in implementing this empathetic approach (Wang et al., 2024).

Finally, the physical evidence dimension, which encompasses the condition of facilities and environmental cleanliness, was a key finding in this study. Although the environmental cleanliness of the sub-district office was well

maintained, there was still a lack of supporting facilities such as adequate chairs and necessary building maintenance. The physical condition of service facilities plays a significant role in shaping public perceptions of service quality (Sibarani & Silitonga, 2025). The practical implication of these findings is the need for better building maintenance and the addition of supporting facilities to enhance public comfort, which in turn can improve service quality and enhance the image of government agencies in the public eye.

## CONCLUSION

This study found that service quality at the Bailo sub-district office is quite good, but there are still areas for improvement, particularly in terms of reliability and responsiveness. While most officers meet public expectations regarding time efficiency and speed of service, facility maintenance and consistent employee empathy still require attention. This study emphasizes the importance of ongoing training and employee time and attendance management to improve public service efficiency and responsiveness.

The strength of this study lies in its contribution to exploring the dimensions of public service quality using the SERVQUAL model, providing empirical insights into public perceptions of services at sub-district offices, and offering practical perspectives for government agencies. However, its limitations lie in the limited number of informants and focus on a single sub-district office. Future research is recommended to expand the sample, involve sub-district offices from various regions, and examine external factors influencing service quality and the relationship between employee training and improved public service quality.

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