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Analysis of Public Services in the Government of Kangga Village, Langgudu District, Bima Regency (Study on the Presence of Apparatus, Certainty of Service Time, and Accountability of Village Government)

[1]Imam Hayadi, [2]Ma'shum Ahmad
[1]210204092.mhs@uinmataram.ac.id, [2]mashumahmad@uinmataram.ac.id
[12]Universitas Islam Negeri Mataram

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Abstract

Public service is one of the most direct ways citizens experience government. At the village level, service quality depends on officials' availability, clear operating hours, accessible service locations, transparent procedures, and responsiveness to community needs. This study examines public service delivery in the Kangga Village Government, Langgudu District, Bima Regency, focusing on irregular staff attendance, officials' absence due to personal or family matters, and services provided at staff members' homes outside official working hours. Using a descriptive qualitative approach, data were collected through observation, interviews, and documentation. The analysis employed five SERVQUAL dimensions: tangibles, reliability, responsiveness, assurance, and empathy, supported by accountability and good governance perspectives. The study highlights how uncertain staff availability can undermine service reliability, forcing residents to wait, revisit the village office, or establish personal contact with officials. Furthermore, informal services at officials' homes may create unequal access for residents unfamiliar with such arrangements. These conditions indicate the importance of strengthening administrative procedures and institutional accountability. The study recommends establishing clear operating hours, staff duty schedules, standard operating procedures, service documentation, accessible complaint mechanisms, attendance monitoring, and continuous capacity-building. Such improvements are expected to promote predictable, equitable, transparent, and accountable public services while strengthening community trust in village government.

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INTRODUCTION

The village government is an important part of the administration of government because it deals directly with the community. In daily life, villagers are in contact with the village government to obtain various administrative documents, certificates, government information, introduction to population services, and other administrative needs. This proximity makes the quality of village services not only a technical administrative issue, but also a real measure of how the government is present and works for the community. The legal framework of village government continues to develop. Law Number 3 of 2024 amends a number of provisions in Law Number 6 of 2014 concerning Villages, while Government Regulation Number 16 of 2026 is the latest implementation rule. These changes strengthen attention to the implementation of village government, apparatus competence, and performance accountability (Indonesia, Central Government, 2024).

In the context of public services, Law Number 25 of 2009 emphasizes the importance of providing services that meet the needs of the community based on legal provisions (CENTRAL GOVERNMENT, 2009). At the village level, the Village Minimum Service Standards in Permendagri Number 2 of 2017 include, among others, the provision of service information, population and land administration services, certificates, service simplification, and community complaints (*Indonesia, Ministry of Home Affair*s, 2017). These provisions show that village services should have certainty and mechanisms that can be known to the public. Public services are one of the main instruments used to assess the government's capacity to carry out service functions to the community. Village governments as a government unit that deals directly with residents have the responsibility to ensure that the administrative needs of the community can be met in an easy, fair, transparent, and accountable manner.

Public services are not solely understood as administrative activities in issuing documents, but also as a form of state presence in guaranteeing citizens' rights. The perspective of New Public Service places citizens as owners of public interests that must be served, not just service users who are treated like consumers in market mechanisms (Denhardt & Denhardt, 2000, 2015). In the Indonesian context, this responsibility has a normative foundation through Law Number 25 of 2009 concerning Public Services which affirms the state's obligation to provide services in accordance with the principles of public interest, legal certainty, equality of rights, professionalism, participation, openness, accountability, and punctuality (Republic of Indonesia, 2009).

At the village government level, the quality of service is greatly influenced by the capacity of the apparatus to carry out its duties, the availability of supporting facilities, the clarity of procedures, and the ability of government

organizations to respond to the needs of the community. The village government not only carries out administrative functions, but also becomes a direct meeting space between government policies and the concrete experiences of citizens. Osborne (2010) explained that contemporary public governance cannot only rely on formal bureaucratic structures, but requires collaborative relationships between government institutions, the community, and other actors involved in the implementation of services. In service practice at the local level, apparatus who interact directly with the community also has discretion in translating administrative provisions into daily service actions (Lipsky, 1980). Therefore, the behavior of the apparatus, the discipline of presence, and the consistency of the implementation of procedures are important elements in determining the experience of the community when dealing with the village government.

The quality of service is also closely related to the certainty of time and reliability of the apparatus in solving the administrative needs of the community. Good service is not enough only to be characterized by the friendliness of the officers, but must also provide clarity regarding the requirements, mechanisms, costs, and completion timeframes. Grönroos (1984) differentiates the quality of service into the technical aspect, namely the results received by the user, and the functional aspect, namely how the service is provided. Meanwhile, Parasuraman et al. (1985, 1988) explain the quality of service through the dimensions of physical evidence, reliability, responsiveness, assurance, and empathy. The framework is relevant to read village government services because the community not only assesses the final results of the documents received, but also the process, speed, certainty, and treatment of the apparatus during the service.

Normatively, the implementation of public services in villages has obtained guidelines through the Regulation of the Minister of Home Affairs Number 2 of 2017 concerning Village Minimum Service Standards. The regulation provides a framework for village governments to provide basic services in accordance with the authority and needs of the community (Ministry of Home Affairs of the Republic of Indonesia, 2017). Law Number 25 of 2009 also stipulates that service standards must at least contain legal basis, requirements, procedures, completion periods, costs or tariffs, service products, facilities, implementation competencies, internal supervision, and complaint handling (Republic of Indonesia, 2009, Article 21). Thus, the certainty of service time and the presence of apparatus is not just an internal technical issue of the village office, but part of the fulfillment of service standards that are the rights of the community.

The problems that are of concern in this study come from the condition of services in Kangga Village, Langgudu District, Bima Regency. There are three main problems that need to be analyzed. First, the village office is said to be

rarely occupied by all staff on weekdays. Second, the village government is said to be rarely in the office because some apparatus have personal or family affairs. Third, services are often carried out at the homes of service department staff and even carried out outside working hours. These three issues have a strong relationship. When the apparatus is not in the office consistently, the community has difficulty ascertaining when and to whom services can be obtained. If services are then transferred to the staff's homes, access to services can change from a formal system to an informal mechanism.

This situation can give rise to the public's dependence on certain officers. The problem becomes more complex if there is no schedule, information, records, or official procedures. Research by Sariyanto, Rahmaningtyas, and Wirawan (2025) on the performance of village apparatus shows that the timeliness of service, the effectiveness of task implementation, performance evaluation, training, and transparency are important aspects that need to be considered (Sariyanto et al., 2025). Rifana and Mursyidah (2025) also relate the performance of the apparatus to the discipline of public services at the village level (Rifana, A. S., & Mursyidah, L. 2025). These findings do not automatically describe the condition of Kangga Village, but provide an analytical basis to see the problem of attendance and service as an organizational problem.

Research by Nururrohmah et al. (2024) on the quality of services in the village government shows that the quality of service can be analyzed through the dimensions of physical evidence, reliability, responsiveness, assurance, and empathy (Prasetyo, Y., & Masdjojo, G. N. 2014). The framework is relevant to see the condition of Kangga Village because the presence of officers is related to reliability, services outside working hours are related to certainty and responsiveness, while service places and information are related to physical evidence and access. Based on this background, this study is not directed to blame the apparatus personally. The research is more directed to find out whether the village service system has provided certainty to the community. Thus, the focus of the analysis lies in the relationship between the behavior of the apparatus, the work system, the certainty of services, and the experience of the community.

METHOD

The research uses a descriptive qualitative approach. This approach is used because the research seeks to understand service practices as they take place in the life of village government, including the experiences of apparatus and the community. The research is located in the Kangga Village Government, Langgudu District, Bima Regency. The location was chosen because there are service problems related to the existence of apparatus, service hours, and place of service. For the purpose of preparing the script, the composition of the

illustrative informants is shown in Table 1. The following names and codes are not verified field data and must be replaced with the actual informant's identity/code.

Observations were made on office conditions, the presence of officers, service activities, and community arrival patterns. Semi-structured interviews were directed to officials and the public. Documentation included attendance lists, service schedules, register books, SOPs, information boards, and complaint documents. For this sample manuscript, the date of observation and interview excerpts listed in the results section are illustrative data. Analysis is carried out through data condensation, data presentation, and conclusion drawing and verification. Data are grouped based on the theme of attendance, certainty of service, service outside the office, responsiveness, accountability, and community experience. The validity of the data is carried out through triangulation of sources and techniques, namely comparing apparatus information with community experience, observations, and documents. Member checks can be used to ensure the interpretation of the interview is in accordance with the intention of the informant.

RESULT AND DISCUSSION

Overview of Service Conditions

Based on the initial picture that became the basis for the research, the problem of service in Kangga Village is centered on the uncertainty of the existence of the apparatus. The village office as a service center has not always been a place where the community can ensure that they receive services on working days and hours. This condition is then related to the emergence of service practices in the homes of service staff. In the example of illustrative data, the results of observations during five working days show that not all officers are in the office at every observation hour. On two occasions, the public came to the office and was directed to contact the service officer. On one occasion, the service was then carried out at the officer's house. This data is merely an example of the format and must be replaced with an actual observation record.

Public services are one of the main functions of village government that directly brings together government apparatus and community needs. In the implementation of village government, services are not only related to the issuance of administrative documents, such as certificates, introductions to population administration, business certificates, and land documents, but also include providing information, facilitating community needs, and resolving various administrative problems that are under the authority of the village government. Therefore, the quality of service can be one of the measures to see the extent to which the village government carries out its responsibilities in fulfilling the rights of the community.

The Kangga Village Government, Langgudu District, Bima Regency, is the location of a research that focuses on three main issues, namely the presence of apparatus in the village office, the certainty of the time and place of service, and the practice of services carried out at the homes of service department staff outside working hours. These three problems are related because the existence of apparatus determines the availability of officers, while the certainty of time and place determines the ease of the community in obtaining services. If the community cannot ensure the presence of officers during service hours, they have the potential to look for alternatives through personal communication or visiting the apparatus's house. This situation can help solve certain needs, but also has the potential to cause dependence on personal relationships.

From the perspective of public administration, services should not only be oriented towards completing bureaucratic work. Services need to place the community as citizens who have the right to receive fair treatment, clear information, and procedural certainty. Denhardt and Denhardt (2000) through the New Public Service approach, explain that the government should serve citizens, not just control the community or treat them as customers. This view is relevant to understand that village government services must be oriented to the interests of the community and should not depend entirely on the individual will of the apparatus. Normatively, Law Number 25 of 2009 concerning Public Services stipulates that service providers are obliged to compile, determine, and implement service standards. These standards include requirements, procedures, completion periods, costs or rates, service products, facilities and infrastructure, implementing competencies, internal supervision, and complaint mechanisms (Republic of Indonesia, 2009). This provision shows that public services must have a clear size so that the public can know the rights and procedures that must be met.

At the village government level, the Regulation of the Minister of Home Affairs Number 2 of 2017 concerning Village Minimum Service Standards provides guidelines for the implementation of basic services in the village environment (Ministry of Home Affairs of the Republic of Indonesia, 2017). The existence of these regulations shows that the village government has a responsibility to provide services that can be accessed by the community on a regular basis. Therefore, the village office needs to function as a service center that has operational hours, responsible officers, information on requirements, and an administrative settlement mechanism. Service problems in Kangga Village need to be analyzed by distinguishing factual conditions and normative assessments. Factual conditions must be obtained through observations, interviews, and verifiable documentation. Meanwhile, provisions regarding service standards are used as a basis to assess whether the practices found are

in accordance with public service principles. This distinction is important so that the analysis is not only based on perceptions, but also on evidence regarding the implementation of apparatus duties and community experiences.

Research by Sariyanto et al. (2025) on the performance of village apparatus shows the importance of punctuality, effectiveness of task implementation, performance evaluation, training, and transparency in the implementation of village government. Rifana and Mursyidah (2025) also discuss the relationship between apparatus performance and public service discipline at the village level. The two studies can be used as a comparison to understand that the quality of village services is related to the behavior of the apparatus as well as the organizational work system. However, the results of research in other villages cannot be directly considered to describe the state of Kanga Village. The picture of public services in Kangga Village needs to be placed in the relationship between the apparatus, the village government work system, and the community as service recipients. The focus of the discussion is not solely to assess whether the apparatus is present or not, but to assess whether the village government has ensured the continuity of services when the community needs them. This approach allows the research to identify problems more objectively and formulate improvements that are in accordance with institutional needs.

Apparatus Presence Analysis

The presence of the apparatus is an important prerequisite for direct service. If the service officer is not in the office, the public faces uncertainty. However, the absence must be read based on the reason and assignment. The apparatus can be outside the office due to official duties, meetings, field services, or government activities. Therefore, the researcher must distinguish absence due to duty and absence due to personal interests. If personal absence causes unavailability of services, then the problem is related to organizational discipline and control. Sariyanto et al. (2025) show the importance of punctuality, task effectiveness, and evaluation of apparatus performance. 13 Its relevance for Kangga Village lies in the need to build a mechanism that ensures that services continue to run even when an officer is absent. The indicator of success is not solely whether all staff are always in the office, but whether the service function is always available. The village government can implement picket schedules, replacement officers, and service control books.

The presence of apparatus is one of the important prerequisites in the implementation of public services. The presence of officers at service time allows the community to obtain information, submit documents, submit applications, and find out the progress of administrative settlements. In the context of village government, the presence of apparatus has a strategic meaning because the community often needs direct services and not all administrative processes can

be carried out independently. Therefore, irregularities in the existence of officers can affect the certainty of the community in obtaining services. Apparatus discipline cannot be understood only as an obligation to come and go home according to working hours. Discipline also includes responsibility for work, compliance with procedures, accuracy of task completion, and willingness to ensure that service functions continue to run. Moenir (2010) explained that general service management is related to the regulation of activities, procedures, and responsibilities so that services can be provided in an orderly manner. Thus, apparatus discipline needs to be assessed through the relationship between compliance with work conditions and the implementation of service functions.

In analyzing the existence of apparatus in Kangga Village, researchers need to distinguish between absence due to official duties and absence due to personal interests. Apparatus who leave the office to attend meetings, carry out government activities, collect data, or carry out field tasks cannot be directly equated with apparatus who are not in the office without an assignment. This distinction is needed so that the assessment of apparatus discipline is based on the reason for absence and its impact on the continuity of service. The street-level bureaucracy perspective from Lipsky (1980) provides an explanation that officials who interact directly with the community have an important position in translating formal policies into service practices. In its implementation, officers can determine how to provide information, regulate administrative processes, respond to requests, and solve community problems. These daily decisions affect the experience of citizens towards the government. Therefore, the behavior of officials at the village level cannot be separated from the quality of public policy implementation.

Research by Nursam and Nasmita (2024) shows that the behavior of apparatus in public service can be analyzed through aspects of care, discipline, and responsibility. These three aspects are relevant to assess how apparatus carry out service duties. If the apparatus is not in the office and there is no substitute officer, then the problem is not only about the absence of individuals, but also about the organization's ability to maintain the availability of services. Research by Sariyanto et al. (2025) also shows the importance of punctuality and effectiveness in the implementation of apparatus duties in the implementation of village government. These findings provide a basis for understanding that improved discipline needs to be accompanied by performance evaluation and division of responsibilities. It is not enough for the village government to only provide instructions for apparatus to be present on time, but also needs to build a system that ensures that services remain available when certain officers are absent. Indicators of service success should not only be measured by the number of apparatus physically present in the office. A more

substantive measure is whether the community can obtain services according to the predetermined time. The village government can develop picket schedules, substitute officers, recording of activities outside the office, and service control books. These mechanisms can reduce dependence on one officer and increase service certainty.

Analysis of Staff Home Services

Services at the staff's homes need to be analyzed in a balanced manner. On the one hand, these services can help the community when the officers are not in the office. On the other hand, if it is carried out regularly without an official schedule, the community can lose certainty about the location of the service. This situation also has the potential to cause services to depend on personal relationships. In the reliability dimension, home services can be a problem if residents cannot estimate when and where services are available. In the assurance dimension, it is necessary to ensure that community documents remain safe, recorded, and processed by officers who have authority. In the equity dimension, all people should have the same access without having to know the officers personally. Therefore, a more appropriate recommendation is not just to prohibit services at home, but to return the village office as a service center and make out-of-office services a special mechanism that has a basis, schedule, record, and supervision. The practice of service at home of service staff is a phenomenon that needs to be analyzed in a balanced manner. On the one hand, home service can show the initiative of the apparatus to help people who need services when officers are not in the office or when there is an urgent need. This attitude can reflect concern and responsiveness to the needs of residents. However, on the other hand, home services that are carried out routinely without formal arrangements can cause uncertainty regarding the place of service and the responsible party.

Public services are basically an institutional function, not merely a personal relationship between the apparatus and the community. If the public has to know the home address of the staff or contact the officer personally to obtain services, then access to services has the potential to be non-uniform. Residents who know the apparatus may be more likely to obtain information, while residents who do not have personal relationships may experience difficulties. This situation can cause inequality of access even though it is not always done with the intention of differentiating the community. In the SERVQUAL service quality model, Parasuraman et al. (1988) explained the five main dimensions, namely tangibles, reliability, responsiveness, assurance, and empathy. Service practices in the staff home can be analyzed through these five dimensions. In terms of reliability, the community needs certainty about the time and location of services. In terms of assurance, documents must still be processed by

authorized officers and recorded through official mechanisms. In terms of empathy, the apparatus needs to show concern for the needs of residents without differentiating the community based on personal proximity.

The certainty of service places is also related to the principle of equality. Law Number 25 of 2009 places equal rights, equal treatment, openness, and accountability as the principles of the implementation of public services (Republic of Indonesia, 2009). Therefore, the mechanism of service at home should not cause some residents to obtain convenience that is unknown to other residents. Information about services must be conveyed openly so that the public knows the same procedures. Research by Nururrohmah et al. (2024) on the quality of administrative services in village governments shows the importance of facilities, clarity of information, procedures, and the ability of apparatus to support services. Wibowo and Mursyidah's (2022) research also uses the dimension of service quality to analyze the performance of village government services. Both studies provide a foundation for understanding that service locations, facilities, procedures, and the ability of officers are interconnected in shaping the community experience.

Another issue that needs to be considered is document security. Village administrative services can involve population documents, certificates, family data, and land information. These documents require accountable recording and management. If services are carried out outside the office, the village government needs to ensure proof of receipt of documents, identity of officers, application status, and settlement mechanisms. Thus, services outside the office do not eliminate the institution's responsibility for administrative security and order. Therefore, the solution to the practice of service at the staff home is not solely to prohibit all forms of service outside the office. The village government needs to place the village office as the main service center, while services outside the office can be carried out in certain circumstances through official assignments and records. The mechanism needs to be accompanied by information that can be accessed by the entire community, so that the flexibility of services does not reduce the certainty and equality of access.

Analysis of After-Hours Services

After-hours services can provide benefits if they are carried out under certain circumstances, such as urgent needs. However, if routine services are easier to obtain outside of working hours, there is a mismatch between formal and practical schedules. People who work during the day may need flexibility, but flexibility must be arranged formally so as not to create uncertainty. Responsiveness should be realized through a system that allows the community to obtain measurable assistance. The village government can provide an official service number, special schedule, or picket officer if there is a specific need.

Thus, service flexibility remains within the framework of accountability. After-hours services can be a form of flexibility in responding to community needs. Some residents may have limited time to access services during regular working hours due to work, distance from residence, or urgent administrative needs. In certain circumstances, additional services can help the community obtain services without having to wait for the next working day. However, this flexibility needs to be regulated so as not to eliminate the certainty of time and responsibilities of the apparatus.

Time certainty is one of the important elements in public service standards. Law Number 25 of 2009 includes a completion period as part of the service standard component (Republic of Indonesia, 2009). This means that the public needs to obtain information about when services are available and how long the administrative process can be completed. Time uncertainty can cause people to come repeatedly or contact officers personally to find out the progress of the application. Ratminto and Winarsih (2010) explained that service standards are guidelines that help organizers provide services in a measurable and evaluable manner. In the context of village government, time standards can be realized through operational schedules, completion deadlines, and notification mechanisms if there are obstacles. Services outside working hours can be determined as additional services, but they need to be accompanied by clear provisions regarding officers, types of services, and implementation times.

Rifana and Mursyidah (2025) discuss the relationship between apparatus performance and public service discipline at the village level. Meanwhile, Sariyanto et al. (2025) emphasized the importance of punctuality and evaluation of apparatus performance. Both studies show that service quality requires consistency in the implementation of tasks. Friendliness and willingness to help the community are important, but it is not enough if the certainty of procedures and time is not followed. In the context of Kangga Village, services outside working hours need to be distinguished between incidental services and services that have become habitual. Incidental services can be carried out when there is an urgent need or certain circumstances. However, if routine services are easier to obtain outside working hours than during official hours, the village government needs to evaluate the timing and division of tasks. These conditions can indicate a discrepancy between formal standards and service practices. The village government can develop additional service schedules, official service numbers, or picket officers for specific needs. Any services carried out outside of regular hours need to be recorded in the register in order to be accounted for. Thus, service flexibility can still be maintained without eliminating the certainty of time and organizational supervision.

Analysis of Service Quality Based on SERVQUAL Dimensions

The tangible dimension is related to the condition of physical facilities that support services, such as office buildings, waiting rooms, service desks, administrative devices, information boards, and complaint facilities. Parasuraman et al. (1988) explained that physical evidence is one of the dimensions that shape the community's perception of the quality of service. In the context of the village government, the existence of an office is not only judged by the condition of the building, but also by its ability to function as a service center that can be accessed by the community. The issue of services in Kangga Village is relevant to this dimension because the certainty of the service place is related to the function of the village office. If the office is physically available but the community cannot ensure the existence of officers, then the facility has not fully carried out the service function. The village government needs to ensure that the office is the main location of services and is equipped with information about operational hours, requirements, administrative flows, and responsible officers.

Nururrohmah et al. (2024) show that facilities and clarity of information are aspects that need to be considered in improving the quality of village administrative services. Thus, the improvement of the tangible dimension in Kangga Village needs to be directed at the availability of facilities as well as the certainty of their use. Information boards, service rooms, and administrative facilities must support the community to obtain services easily and regularly. The reliability dimension is related to the ability of the organizer to provide services precisely, consistently, and in accordance with the standards that have been set. Parasuraman et al. (1988) place reliability as an important dimension because the community needs certainty that the promised services can really be obtained. In the context of village government, reliability can be seen from the consistency of the existence of officers, the accuracy of procedures, the time of completion, and the ability of the apparatus to provide correct information.

This dimension has the most direct relationship with the problems studied in Kanga Village. When the community cannot ensure the presence of officers during working hours, the reliability of services is disrupted. The community can experience delays, have to return on another day, or look for officers through personal communication. This situation shows that services have not been fully run based on a predictable system. Wibowo and Mursyidah (2022) explain the importance of the service quality dimension in assessing village government services. Supardi et al. (2024) also discuss the implementation of population administration services through the aspect of service quality. Both studies can be used to strengthen the analysis that reliability is not only related to the final results of documents, but also to the consistency of the process experienced by

the community. To strengthen the reliability of services, the Kangga Village government needs to establish a picket schedule, replacement officers, division of authority, and service registers. Each application needs to be recorded based on the date of receipt, type of service, the officer handling, and the time of completion. This recording can be the basis for evaluation as well as provide certainty to the community regarding the status of the application.

The dimension of responsiveness is related to the willingness of the apparatus to help the community and provide services quickly. Responsiveness can be seen through the ability of officers to provide information, answer questions, help residents meet requirements, and resolve administrative obstacles. Parasuraman et al. (1988) place responsiveness as one of the important elements of service quality because the community needs a response that suits their needs. The practice of service at the staff's home or outside of working hours can show responsiveness if it is done to help people who face urgent needs. However, responsiveness that only depends on personal initiative is not enough to ensure fair service. Village governments need to develop individual responsiveness into organizational responsiveness, so that the community can get assistance through official mechanisms.

Nursam and Nasmita (2024) emphasize the importance of concern and responsibility of apparatus in public services. Supardi et al. (2024) also discuss aspects of administrative services related to the ability of officers to respond to community needs. Both studies show that responsiveness needs to be seen from the real actions of the apparatus in helping the community, not only from a friendly attitude when interacting. The Kangga Village Government can strengthen responsiveness through the provision of official communication channels, picket officers, and complaint mechanisms. Every question or complaint from the community needs to receive a response and follow-up. Thus, the community does not have to depend on personal relationships with the apparatus to obtain service information.

The assurance dimension is related to the competence, knowledge, politeness, and ability of the apparatus to provide a sense of security to the community. In village administrative services, assurance includes the certainty that the officer has authority, procedures are carried out correctly, documents are recorded, and the information provided is trustworthy. Parasuraman et al. (1988) explained that assurance is an element that builds user confidence in the ability of service providers. Services carried out outside the office need to pay attention to this dimension because community documents must remain in accountable administrative management. The village government needs to ensure that every document received is recorded, processed by authorized officers, and has a clear completion status. Thus, out-of-office services do not

raise doubts about the validity of the administrative process. Efendi (2024) discusses the relationship between work motivation and employee competence with the quality of village apparatus services. This research can be a basis for examining the importance of apparatus abilities in carrying out service duties. Strengthening competencies needs to be done through administrative training, understanding of regulations, document management, and service communication.

The empathy dimension is related to the attention of the apparatus to the needs and conditions of the community. Empathy can be seen through the willingness to listen to complaints, provide easy-to-understand explanations, help residents who are experiencing difficulties, and treat the entire community with respect. Parasuraman et al. (1988) place empathy as one of the dimensions of service quality because users need attention that is appropriate to their situation. Social closeness between the apparatus and the village community can be a positive capital in service. Apparatus who understands the condition of the residents can provide explanations and assistance in a more contextual manner. However, social closeness should not cause services to be easily obtained by residents who have a personal relationship with the officer. Empathy must be realized through equal treatment and open service mechanisms. Research by Nururrohmah et al. (2024) provides a comparison of the importance of officers' attention to community needs in village administrative services. In the context of Kangga Village, empathy needs to be understood as a professional attitude that pays attention to all residents regardless of family relationships, social closeness, or community background.

The Impact of Service Uncertainty on the Community

Uncertainty about the existence of the apparatus and the time of service can have a number of consequences for the community. The most immediate impact is the increase in the time required to obtain services. People who come to the office but do not find the officer may have to wait, return at another time, or contact the apparatus in person. If this situation repeats itself, the administrative process that should be simple can become longer. The next impact is related to the cost of access to services. People who live far from the village office can incur transportation costs more than once if their application cannot be processed on the first visit. These costs may not be recorded in the village government administration, but they remain a burden for the community. Therefore, the quality of service is not enough to judge whether the documents are finally issued, but also from the convenience and costs that must be incurred by the community to obtain them.

Service uncertainty can also create information inequality. Residents who know service staff or have access to direct communication may find it easier to

know when officers are available. On the other hand, residents who do not have a personal relationship with the apparatus may have difficulty obtaining information. This situation is related to the principle of equal access in public services as stipulated in Law Number 25 of 2009 (Republic of Indonesia, 2009). Another impact is the possibility of a decrease in public trust in the village government. Trust can be formed through residents' experiences when interacting with the apparatus. Consistent, open, and predictable services can strengthen people's trust in the government. On the other hand, repeated uncertainty can form the perception that services depend on certain individuals. Nur et al. (2023) discuss the relationship between apparatus services and policy implementation with village community satisfaction. The research provides a basis for placing community experience as an important part of service evaluation. In the context of Kangga Village, the impact of services needs to be traced through interviews regarding waiting time, frequency of visits, transportation costs, ease of obtaining information, and community experiences when dealing with the apparatus.

Accountability and Implementation of Good Governance Principles

Accountability is an important principle in the implementation of government because every authority and action of the apparatus must be explained and accounted for. Bovens (2007) explained that accountability is a relationship between actors who have the obligation to provide explanations and forums that have the authority to ask for information, assess, and provide consequences. In the context of village government, this principle means that the apparatus needs to be able to explain the implementation of tasks, the reasons for absence, the mechanism of substitute services, and the procedures used in resolving community requests. Service accountability is not enough to be realized through attendance lists or formal reports. Accountability must be seen in practices that can be examined, such as service schedules, SOPs, register books, requirement information, recording of completion times, and complaint mechanisms. These documents allow the village government to evaluate performance while providing information to the community about the service process.

Nasir (2025) discusses the application of the principle of good governance in improving the quality of village administrative services. Sidiki et al. (2026) also discuss accountability, transparency, openness, and legal compliance in public services in village offices. Both studies are relevant to explain that service quality is not only related to the technical capabilities of apparatus, but also to institutional governance. In the perspective of New Public Governance, Osborne (2010) explains that the implementation of public services involves relationships and coordination between parties. This perspective can be used to understand

that improving village services is not only the responsibility of one staff or village head, but requires coordination between the village government, sub-district government, village institutions, and the community. The sub-district government can carry out the function of coaching and supervision, while the community can provide input on the service obstacles they experience. The implementation of accountability can start from the structuring of the service system. Every request needs to be recorded, every officer has clear responsibilities, and every service outside the office must have a reason and evidence of implementation. The village government also needs to provide a complaint channel so that the community can submit complaints and get follow-up. Thus, accountability is not only an administrative obligation, but also a mechanism to strengthen public trust.

Strategy to Strengthen Public Services in Kangga Village

Improving public services in Kangga Village needs to be carried out through an institutional approach that integrates improving apparatus discipline, structuring procedures, improving competence, transparency, and performance evaluation. This strategy is needed because the problems of apparatus attendance, services at staff homes, and services outside working hours are interrelated. First, the village government needs to set and announce service hours. Information about operational hours must be conveyed through bulletin boards and official communication channels. The information should contain the type of service, requirements, administrative flow, estimated completion time, and responsible officers. This step is in line with the principle of openness and certainty of service in Law Number 25 of 2009 (Republic of Indonesia, 2009). Second, the village government needs to prepare a picket schedule and substitute officers. Each type of service needs to have a clear person in charge. If the main officer is unable to do so, the service can still be carried out by a substitute officer who understands the procedure. This mechanism can reduce dependence on one apparatus.

Third, the village government needs to prepare and implement SOPs. SOPs must contain requirements, service flows, completion times, responsible officers, document recording, and complaint mechanisms. Ratminto and Winarsih (2010) explained that service standards can be a guideline for organizers in providing measurable services. Therefore, SOPs need to be socialized to the apparatus and the community. Fourth, services outside the office need to be arranged through official mechanisms. These services can be carried out for certain conditions, but they must be accompanied by assignment, recording, and supervision. Every document received outside the office must remain recorded in the village government administration. Thus, the flexibility of services does not eliminate institutional responsibility.

Fifth, the village government needs to improve the competence of the apparatus through administrative training, understanding of regulations, communication of services, document management, and the use of information technology. Kulsum et al. (2026) emphasized the development of human resources for village apparatus as part of improving excellent services. Strengthening these competencies needs to be adjusted to the type of service that is most often needed by the community. Sixth, the village government needs to provide a complaint mechanism. Complaints can be made through the complaint book, suggestion box, official service number, or community evaluation forum. Every complaint needs to be recorded and followed up. This mechanism allows the village government to know the problems that are most often experienced by the community. Seventh, service evaluation needs to be carried out periodically with measurable indicators. These indicators can include the presence of apparatus, number of applications, completion time, number of pending services, number of complaints, and level of community satisfaction. Evaluation can be carried out by the village government by involving the sub-district government and the community.

CONCLUSION

Public services in Kangga Village have main problems related to the certainty of the presence of apparatus, the certainty of the place and time of service, and the mechanism of service outside the office. These three problems are interrelated because the irregularity of the existence of apparatus can encourage the emergence of informal services at the staff home or outside of working hours. From the perspective of service quality, the strongest problem can be seen in the reliability dimension, because the community needs predictable services. The problem is also related to responsiveness, assurance, tangible, and empathy. Responsive services to the community need to be carried out through a system that can be accounted for. It is not enough to make improvements by asking the apparatus to be present individually. The Kangga Village Government needs to build a service system that includes schedules, division of duties, substitute officers, SOPs, recording, public information, complaints, and evaluation. Thus, services can run based on the village government system, not solely based on personal relationships.

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