

Analysis of The Effect of Service Quality on Public Satisfaction Using the Servqual Approach

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Abstrak

Kata Kunci:

Kualitas layanan,
SERVQUAL,
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Studi ini bertujuan menganalisis pengaruh kualitas layanan terhadap kepuasan publik terhadap pendekatan Kualitas Layanan (SERVQUAL) di Kantor Desa Belakang Balok. Kualitas layanan dalam studi ini diukur melalui lima dimensi, yaitu Tangibles (Bukti Fisik), Keandalan (Keandalan), Responsivitas (Responsivitas), Jaminan (Jaminan), dan Empati (Empati). Studi ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi studi adalah komunitas yang menerima layanan di Kantor Desa Belakang Balok, dengan sampel 100 responden yang dipilih menggunakan teknik pengambilan sampel accidental. Data dikumpulkan melalui kuesioner menggunakan skala Likert dan dianalisis menggunakan regresi linier ganda. Hasil studi menunjukkan bahwa sebagian Tangibles memiliki efek positif dan signifikan terhadap kepuasan publik dengan koefisien regresi 0,734 dan signifikansi 0,000; Keandalan memiliki efek positif dan signifikan dengan koefisien 0,493 dan signifikansi 0,000; Responsivitas memiliki efek positif dan signifikan dengan koefisien 0,269 dan signifikansi 0,046; Assurance memiliki efek positif dan signifikan dengan koefisien 0,658 dan signifikansi 0,000; dan Empati memiliki efek positif dan signifikan dengan koefisien 0,464 dan signifikansi 0,000. Secara bersamaan, lima dimensi SERVQUAL memiliki pengaruh signifikan terhadap kepuasan pelanggan dengan nilai F sebesar 41,361 dan signifikansi 0,000. Nilai kuadrat R sebesar 0,688 menunjukkan bahwa 68,8% variasi kepuasan pelanggan dapat dijelaskan oleh lima dimensi kualitas layanan, sementara 31,2% dijelaskan oleh faktor lain di luar model penelitian. Dimensi paling dominan yang memengaruhi kepuasan pelanggan adalah Tangibles dengan nilai Beta Standar 0,367. Secara deskriptif, semua dimensi kualitas layanan berada dalam kategori buruk, sehingga perlu meningkatkan kualitas layanan secara keseluruhan, terutama dalam aspek bukti fisik sebagai dimensi paling dominan.

Abstract

Keyword:

Service quality,
SERVQUAL, public
satisfaction, public
services

This study aims to analyze the effect of service quality on public satisfaction with the Service Quality (SERVQUAL) approach at the Belakang Balok Village Office. Service quality in this study is measured through five dimensions, namely Tangibles (Physical Evidence), Reliability (Reliability), Responsiveness (Responsiveness), Assurance (Guarantee), and Empathy (Empathy). The study uses a quantitative approach with a survey method. The study population is the community who received services at the Belakang Balok Village Office, with a sample of 100 respondents selected using accidental sampling techniques. Data were collected through a questionnaire using a Likert scale and analyzed using multiple linear regression. The results of the study indicate that partially Tangibles have a positive and significant effect on public satisfaction with a regression coefficient of 0.734 and a significance of 0.000; Reliability has a positive and significant effect with a coefficient of 0.493 and a significance of 0.000; Responsiveness has a positive and significant effect with a coefficient of 0.269 and a significance of 0.046; Assurance has a positive and significant effect with a coefficient of 0.658 and a significance of 0.000; and Empathy has a positive and significant effect with a coefficient of 0.464 and a significance of 0.000. Simultaneously, the five dimensions of SERVQUAL have a significant effect on customer satisfaction with an F value of 41.361 and a significance of 0.000. The R Square value of 0.688 indicates that 68.8% of the variation in customer satisfaction can be explained by the five dimensions of service quality, while 31.2% is explained by other factors outside the research model. The most dominant dimension influencing customer satisfaction is Tangibles with a Standardized Beta value of 0.367. Descriptively, all dimensions of service quality are in the poor category, so it is necessary to improve the overall quality of service, especially in the aspect of physical evidence as the most dominant dimension.

Information Production:

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INTRODUCTION

The development of the global public administration paradigm demonstrates a shift from the traditional bureaucratic model to governance oriented toward service quality and public satisfaction. Public sector reforms in various countries emphasize the importance of efficiency, effectiveness, accountability, and responsiveness in the delivery of public services. The New Public Service paradigm proposed by Denhardt & Denhardt (2015)

emphasizes that governments must focus on serving citizens as *citizens*, not merely as *customers*. Thus, service quality is a key indicator of the success of modern governance.

In the context of developing countries, including Indonesia, bureaucratic reform is aimed at improving the quality of public services as part of efforts to strengthen government legitimacy. Public services are no longer viewed solely as administrative functions, but as strategic instruments in building public trust in state institutions. Poor service quality has the potential to cause public dissatisfaction, reduce trust, and trigger negative perceptions of government performance. Normatively, the implementation of public services in Indonesia is regulated by Law Number 25 of 2009 concerning Public Services (2009), which stipulates that every service provider is obliged to provide quality, fast, easy, affordable, and measurable services. The law also places public satisfaction as one of the indicators for evaluating public service performance. This means that public satisfaction is not merely an impact, but an objective explicitly mandated by the regulation.

Furthermore, from a public policy perspective, service quality is part of the evaluation of policy implementation. According to Edwards (1980), the success of policy implementation is strongly influenced by factors such as communication, resources, disposition, and bureaucratic structure. In the context of public services at the village level, these factors are directly reflected in the quality of interactions between officials and the community. Villages, as the frontline government units, play a strategic role in providing administrative and social services to the community. The direct interaction between village officials and residents makes villages the visible face of local government. Therefore, the quality of service in villages significantly determines public perception of overall government performance.

As stated in the Bukittinggi Mayor Regulation Number 67 of 2016 concerning the position, organizational structure, duties and functions and work procedures of sub-districts, Article 5 letter C states that the sub-district head has the task of assisting the sub-district head in carrying out community services, and Article 12 paragraph 3 states that the sub-district head, both technically operational and technically administrative, is under and responsible to the sub-district head and in carrying out his duties maintains functional relations with agencies related to his functions.

In practice, operational techniques are directly related to the implementation of activities and services to the community in the field, such as facilitating environmental development activities, monitoring cleanliness, drainage, and environmental infrastructure, and resolving social problems in the village area. Meanwhile, administrative techniques are tasks related to the management of government administration and village administration, such as implementing population administration services at the village level, compiling village monographic data, preparing work plans and activity reports, and managing population and development data. Empirically, various problems with public services at the local level are still frequently encountered, such as limited facilities and infrastructure, slow service processes, lack of certainty of time, and low responsiveness of the apparatus. These conditions can affect public perceptions of the quality of services received and ultimately impact their level of satisfaction.

In service management studies, service quality is often measured using the SERVQUAL model developed by (Parasuraman et al., 1988a). This model identifies five main dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. The SERVQUAL model is widely used because it is able to systematically measure the gap between service users' expectations and perceptions. The application of the SERVQUAL model in the public sector provides a comprehensive analytical framework for assessing service quality multidimensionally. The *tangibles dimension* represents the physical condition and service facilities; *reliability* reflects the consistency and accuracy of service; *responsiveness* indicates the responsiveness of the apparatus; *assurance* relates to competence and guarantee of certainty; while *empathy* reflects personal attention to the community.

In the context of public satisfaction, the marketing theory proposed by Kotler & Keller (2016) explains that satisfaction is the result of a comparison between expectations and perceived actual performance. If service performance exceeds expectations, the public will feel satisfied; conversely, if it falls below expectations, dissatisfaction will arise. In the public sector, public satisfaction is also correlated with the level of public trust in the government. From an initial survey conducted by researchers in May 2026, it was found that the dynamics of public services in Belakang Balok Village showed a gap between public expectations and the service performance received. Based on the SERVQUAL approach, which measures service quality through five main dimensions: *tangibles*, *reliability*, *responsiveness*, *assurance*, and *empathy*, a number of structural and operational problems were still found.

In terms of *tangibles* (physical evidence), the public believes that service facilities are not yet fully representative of the comfort and efficiency of services. Limited waiting rooms, suboptimal digital support facilities, and the minimal use of information technology in administrative services mean that the service

experience falls short of the expectations of an increasingly modern and *digitally-oriented public* . Furthermore, in terms of *reliability* , complaints persist regarding the timeliness and consistency of service. Several administrative services, such as processing certificates or recommendations, are still experiencing delays in completion, indicating that standard operating procedures (SOPs) are not consistently implemented. This reflects a gap between service promises and actual implementation on the ground.

In terms of *responsiveness* , village officials are considered to be less than fully responsive in addressing community needs and complaints promptly and appropriately. Despite efforts to improve service delivery, in practice, service providers still tend to be passive, rather than proactive in providing solutions to community problems. *The assurance dimension* also presents challenges, particularly related to public trust in the competence and professionalism of officials. Some residents still doubt the certainty of procedures and the transparency of service fees, even though services at the village office are formally free. This demonstrates the need to improve public communication and service integrity.

Finally, in terms of *empathy* , services do not fully reflect an approach oriented towards individual community needs. There is still a perception that services are administrative-formal in nature and do not pay enough attention to the specific conditions of citizens, such as vulnerable groups (the elderly, people with disabilities, or those with limited access to information). Overall, recent years have shown a *service quality gap*, where public perception of services remains below expectations. This problem is influenced not only by internal factors such as human resource capacity and work systems, but also external factors such as increasing public demand for fast, transparent, and digital-based public services.

As a public service unit at the city level, Belakang Balok Subdistrict is responsible for providing various administrative and operational services to the community, such as issuing certificates, delivering population documents, legalizing documents, resolving social issues within the subdistrict , and providing other administrative recommendations. The high level of interaction between officials and the community makes service quality a crucial factor in shaping public perception.

As part of bureaucratic reform efforts, improving the quality of services in urban villages needs to be based on measurable empirical data. Evaluation based on public perception is crucial to ensure targeted policy and service management improvements. Without systematic measurement, service quality improvements tend to be normative and not evidence-based. A quantitative approach allows researchers to identify the influence of each service quality dimension on public satisfaction, either partially or simultaneously. This method allows researchers to identify which dimension most dominantly influences public satisfaction, thus prioritizing it in formulating strategies for improving service quality.

From a Public Policy Management perspective, this research focuses not only on measuring satisfaction but also on analyzing the effectiveness of public service policy implementation at the sub-district level. The research findings are expected to provide data-based strategic recommendations for improving service systems, enhancing apparatus performance, and strengthening government legitimacy in the eyes of the public. Research by Amalia et al. (2020) concluded that the influence of service quality, namely tangibles, reliability, responsiveness, assurance, and empathy, has a positive effect on public satisfaction. Conversely, research by Hamidani et al. (2024) concluded that there is a gap between expectations and perceptions regarding public satisfaction. Furthermore, research by Alfiani et al. (2025) explained that *responsiveness* is more dominant in influencing public satisfaction.

Furthermore, this research has academic relevance because it integrates service quality theory with a public policy approach in the context of local government. This integration is crucial for enriching public sector management studies, particularly in understanding the relationship between service quality and public satisfaction as indicators of public organization performance. Based on this description, this research is crucial to conduct in order to empirically analyze the influence of service quality on public satisfaction in Belakang Balok Village using the SERVQUAL method. This research is expected to provide theoretical and practical contributions to the development of public service management at the village level.

RESEARCH METHODS

Types and Approaches of Research

This study uses a quantitative approach with an explanatory *research design* . The quantitative approach was chosen because this study aims to test the causal relationship between the independent variable (service quality based on the SERVQUAL dimension) and the dependent variable (community satisfaction). According to Creswell & Creswell (2018) , a quantitative approach is used when researchers want to test a theory through variable measurement and statistical analysis. The explanatory design was chosen because this study not only describes the phenomenon of public services in the village but also explains the influence between variables

empirically. Singarimbun & Effendi (2006) stated that explanatory research aims to explain the causal relationship between variables through hypothesis testing.

Conceptually, this research is based on the SERVQUAL model developed by Parasuraman et al. (1988). The model states that service quality consists of five main dimensions that can be measured quantitatively. The quantitative approach is also relevant because the variables studied can be operationalized in the form of measurable indicators using a Likert scale. Sugiyono (2019) explains that quantitative research is suitable for research that aims to test hypotheses with standardized instruments. From a public policy management perspective, a quantitative approach provides an empirical basis for evaluating the implementation of public service policies. Dunn (2018) emphasizes that policy evaluations based on quantitative data provide scientific legitimacy to policy recommendations. Thus, this research approach is not only methodological but also strategic in generating empirical evidence for improving public services at the village level.

Population and Sample

The population in this study is all residents who received administrative services in Belakang Balok Village during the research period and in the past year. According to Sugiyono (2019), population is a generalization area consisting of objects or subjects that have certain characteristics. The population in this study is all residents of Belakang Balok Village, based on data from the Central Statistics Agency in 2024, totaling 3,063 people consisting of 1,530 men and 1,533 women and spread across four Community Units (RW) in Belakang Balok Village, Aua Birugo Tigo Baleh District, Bukittinggi City.

Because the population is relatively large and it is not possible to study the entire population, a sampling technique was used. The sampling technique used was *accidental sampling*, namely respondents who came to receive services. Based on the theory of Hair et al. (2014) and Long (1997), which stipulates that a minimum sample size of 100 is needed to maintain the stability of the Maximum Likelihood-based statistical model estimate, therefore this study used a sample of 100 respondents drawn using the Slovin Formula with an error tolerance of 9.84% (rounded to 10%). Respondents were selected based on the criteria of having received services during the research period and within the past year. The use of this sampling technique allows researchers to obtain perception data directly from service users.

Multiple Linear Regression Analysis

Multiple linear regression analysis describes the linear relationship between two or more independent variables with one dependent variable. In this study, the analysis technique used is multiple linear regression. The regression equation model applied in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_n X_n + e.$$

RESULTS AND DISCUSSION

General overview of the Village Office Behind Balok

Belakang Balok Village is one of the villages within the administrative area of Aur Birugo Tigo Baleh (ABTB) District, Bukittinggi City, West Sumatra Province. The existence of Belakang Balok Village is part of the development of the regional government system that aims to bring public services closer to the community through governance at the village level. As a sub-district apparatus, the village has a strategic function in carrying out government affairs, development, community development, and community empowerment in accordance with statutory provisions. Historically, the Belakang Balok area has been part of a region that developed alongside the growth of Bukittinggi City as a center of government, trade, education, and tourism in West Sumatra. The area's location within an urban area has led to rapid growth in social, economic, and public service activities. This situation has encouraged the local government to strengthen governance at the sub-district level in order to provide more effective, efficient, and responsive services to community needs.

Over time, the Belakang Balok Village Office has undergone various adjustments, both in terms of institutions and facilities and infrastructure. The office's function, which was initially oriented towards population administration and correspondence services, has evolved into a center for coordinating government, development, fostering public order and security, empowering communities, and facilitating the resolution of various social problems within the village. These changes align with the dynamics of regional governance and increasing public demand for quality public services. The institutional development of Belakang Balok Village is also influenced by the implementation of regional autonomy policies, which emphasize the position of the village head as a sub-district apparatus. Under Law Number 23 of 2014 concerning Regional Government, the village head is tasked with assisting the sub-district head in administering government affairs, public services,

community empowerment, and maintaining public order and security within the village area. Therefore, the Belakang Balok Village Head's Office is the Bukittinggi City Government's vanguard in providing direct services to the public.

Geographical and Demographic Conditions

Belakang Balok Village is one of eight villages in the Aua Birugo Tigo Baleh District of Bukittinggi City. This village is part of the urban area of Bukittinggi City, which has relatively heterogeneous characteristics in terms of social, economic, educational, employment, and needs for government services. As an urban area, Belakang Balok Village has quite diverse community activities. The community not only carries out activities related to social and community life, but also carries out various economic activities, education, trade, services, and government administration activities. This condition causes the community's need for public services to also be diverse, ranging from population administration services, certificates, delivery of various documents, social services, to various other forms of administrative services that are the authority of the village government.

Geographically, Belakang Balok Village is located in the urban area of Bukittinggi City, with an area of 50 hectares where the West borders IV Koto District, Agam Regency, the East borders Sapiran Village, the North borders Bukik Cangang Kayu Ramang Village and the South borders Birugo Village. The location of Belakang Balok Village in an urban area causes relatively dynamic community mobility. The community has access to various government facilities, education, trade, services, health, and other social facilities. This condition also has implications for community expectations of government services. Urban communities generally require services that are easily accessible, fast, clear, precise, and provide certainty.

Descriptive Research Variables

The next step is to describe each research variable, both independent and dependent, and present them in the form of frequency distributions. The following is a description of each research variable based on the Respondent Achievement Level (TCR).

Physical Evidence (X1)

The results of the descriptive analysis of the public service quality variable by looking at the Respondent Achievement Level (TCR) in the physical evidence dimension (X1) will be presented in the following table:

Table 1. Frequency Distribution of Physical Evidence Variable (X1)

NO	LINKERT SCALE					AMOUNT	SCORE	IDEAL	TCR %	KET
	SP	P	N	TP	STP					
	5	4	3	2	1					
1	3	27	41	27	2	100	302	500	60.4	Not good
2	3	27	44	20	6	100	301	500	60.2	Not good
3	4	25	43	23	5	100	300	500	60.0	Not good
4	4	24	43	26	3	100	300	500	60.0	Not good
Average									60.2	Not good

Source: Results of Primary Data Processing in 2026

Based on Table 1, the average TCR for the Physical Evidence variable of 60.2% indicates that the quality of service from the *tangible aspect* at the Belakang Balok Village Office is still in the poor category. Thus, the public has not fully felt that the physical condition of the service has provided optimal support for the service process. This finding can be linked to the characteristics of the *tangible dimension* in the SERVQUAL concept which includes the condition of service facilities, equipment, the appearance of staff, and the environment or service space. The relatively low TCR value for all indicators indicates that the problem in the physical evidence dimension does not only occur in one particular aspect, but tends to be a general description of respondents' perceptions of the physical aspect of service.

Interestingly, the difference between the highest TCR (60.4%) and the lowest (60.0%) was only 0.4 percentage points. This means that all four indicators have relatively uniform ratings. No single indicator is significantly better than the others. Therefore, efforts to improve service quality in the *tangibles dimension* should be comprehensive, rather than focusing on just one indicator.

Reliability (X2)

The results of the descriptive analysis of the public service quality variable by looking at the Respondent Achievement Level (TCR) on the reliability dimension (X2) at the Belakang Balok Village Office can be seen in the following table:

Table 2. Frequency Distribution of Reliability Variable (X2)

NO	LINKERT SCALE					AMOUNT	SCORE	IDEAL	TCR%	KET
	SP	P	N	TP	STP					
	5	4	3	2	1					
1	3	25	43	24	5	100	297	500	59.4	Not good
2	3	23	45	25	4	100	296	500	59.2	Not good
3	2	31	40	21	6	100	302	500	60.4	Not good
4	3	27	41	23	6	100	298	500	59.6	Not good
Average									59.65	Not good

Source: Results of Primary Data Processing in 2026

Based on Table 2, the results of the study indicate that the Reliability variable obtained an average Respondent Achievement Level (TCR) value of 59.65% and is included in the poor category. These results indicate that the community receiving services at the Belakang Balok Village Office has not fully experienced the service reliability as expected. Of the four indicators used, the highest TCR was found in the third indicator at 60.4%, while the lowest TCR was found in the second indicator at 59.2%. Meanwhile, the first indicator obtained a TCR of 59.4% and the fourth indicator at 59.6%. All indicators are in the poor category, so it can be said that the problems in the reliability dimension are relatively comprehensive and not limited to one particular indicator.

The relatively low TCR value indicates that the apparatus' ability to provide services appropriately, consistently, accurately, and in accordance with public expectations still needs to be improved. From a SERVQUAL perspective, *reliability* is an important dimension because it relates to the ability of service providers to fulfill service promises accurately and reliably. Therefore, the results of this study indicate the need to improve service consistency, the accuracy of resolving public affairs, procedural clarity, and the ability of officers to provide services in accordance with established provisions. These conditions are important to pay attention to because the level of service reliability can ultimately affect the level of public satisfaction with the services received.

Responsiveness (X3)

The responsiveness variable (X3) was analyzed descriptively and interpreted according to the indicators presented in the following table:

Table 3. Frequency Distribution of Responsiveness Variable (X3)

NO	LINKERT SCALE					AMOUNT	SCORE	IDEAL	TCR%	KET
	SP	P	N	TP	STP					
	5	4	3	2	1					
1	5	20	46	24	5	100	296	500	59.2	Not good
2	4	23	44	27	2	100	300	500	60.0	Not good
3	6	21	45	25	3	100	302	500	60.4	Not good
4	5	25	47	19	4	100	308	500	61.6	Not good
Average									60.3	Not good

Source: Results of Primary Data Processing in 2026

Table 3 shows that the Responsiveness variable obtained an average Respondent Achievement Level (TCR) value of 60.3% and is included in the poor category. These results indicate that the apparatus' ability to respond to community needs is still not optimal. Of the four indicators used, the first indicator obtained the lowest TCR value of 59.2%, while the fourth indicator obtained the highest TCR value of 61.6%. Meanwhile, the second indicator obtained a TCR of 60.0% and the third indicator of 60.4%. Although there are differences in values between indicators, all indicators are still in the poor category.

This condition indicates that the public has not fully experienced fast, responsive, and responsive service from the Belakang Balok Village apparatus. From a SERVQUAL perspective, responsiveness is the ability and willingness of officers to assist the public and provide services quickly and accurately when the public

needs them. Therefore, the TCR value of 60.3% indicates that improvements in apparatus responsiveness are still needed, especially in terms of speed in responding to public needs, providing information, helping resolve service problems, and ensuring that the public receives services without unnecessary waiting. Improvements in these aspects are expected to improve the public experience while receiving services and ultimately increase public satisfaction.

Guarantee (X4)

The results of the descriptive analysis of the public service quality variables by looking at the Respondent Achievement Level (TCR) in the assurance dimension (X4) can be presented in the following table:

Table 4. Frequency Distribution of Guarantee Variable (X4)

NO	LINKERT SCALE					AMOUNT	SCORE	IDEAL	TCR%	KET
	SP	P	N	TP	STP					
	5	4	3	2	1					
1	3	26	44	24	3	100	302	500	60.4	Not good
2	4	22	46	22	6	100	296	500	59.2	Not good
3	3	26	40	29	2	100	299	500	59.8	Not good
4	2	25	46	23	4	100	298	500	59.6	Not good
Average									59.8	Not good

Source: Results of Primary Data Processing in 2026

Table 4 shows that the Assurance variable obtained an average Respondent Achievement Level (TCR) value of 59.8% and is included in the poor category. These results indicate that the public has not fully gained a sense of trust, certainty, and confidence in the services provided by the apparatus at the Belakang Balok Village Office. Of the four indicators used, the first indicator obtained the highest TCR value of 60.4%, while the second indicator obtained the lowest TCR value of 59.2%. Meanwhile, the third indicator obtained a TCR of 59.8% and the fourth indicator was 59.6%. All indicators are in the poor category.

This condition indicates that the assurance aspect of service still needs to be improved, particularly related to the ability and competence of officers, service certainty, information clarity, and the ability of officers to build public trust. From a SERVQUAL perspective, *assurance* is a dimension that plays a role in creating confidence and a sense of security for service users through the competence, courtesy, and ability of officers in providing services. Therefore, the low TCR achievement in the assurance dimension indicates the need to improve the professionalism of officers and provide clearer and more consistent information and service assurance to the public. Improvements in these aspects are expected to increase public trust while supporting increased satisfaction with the services provided.

Empathy (X5)

The results of the statement indicators for the empathy variable that were analyzed descriptively can be seen in the following table:

Table 5. Frequency Distribution of Guarantee Variable (X5)

NO	LINKERT SCALE					AMOUNT	SCORE	IDEAL	TCR%	KET
	SP	P	N	TP	STP					
	5	4	3	2	1					
1	3	27	45	21	4	100	304	500	60.8	Not good
2	4	21	47	23	5	100	296	500	59.2	Not good
3	3	23	45	25	4	100	296	500	59.2	Not good
4	5	21	46	25	3	100	300	500	60.0	Not good
Average									59.8	Not good

Source: Results of Primary Data Processing in 2026

Table 5 shows that the Empathy variable *obtained* an average Respondent Achievement Level (TCR) value of 59.8% and is included in the poor category. These results indicate that the community has not fully experienced individual attention and concern from the apparatus in the service process at the Belakang Balok Village Office. Of the four indicators used, the first indicator obtained the highest TCR value of 60.8%, while the second and third indicators obtained the lowest TCR values, each at 59.2%. Meanwhile, the fourth indicator obtained a TCR of 60.0%. All indicators are in the poor category.

This situation indicates that the empathy aspect of civil servants still needs to be improved, particularly in providing individual attention, understanding community needs, listening to the problems conveyed, and demonstrating concern throughout the service process. From a SERVQUAL perspective, *empathy* is the ability of service providers to provide personal attention and care to service users. Therefore, the low TCR achievement in the empathy dimension indicates the need to strengthen a more community-centered service orientation. Civil servants are not only required to complete administrative matters, but also need to demonstrate a friendly, caring, communicative attitude, and be able to understand the conditions and needs of the community. Improvements in these aspects are expected to create a more positive service experience and subsequently contribute to increased community satisfaction.

Community Satisfaction Variables

Public satisfaction researched based on TCR results can be seen in the following table:

Table 6. Frequency Distribution of Community Satisfaction Variable (Y)

NO	LINKERT SCALE					AMOUNT	SCORE	IDEAL	TCR%	KET
	SP	P	N	TP	STP					
	5	4	3	2	1					
1	3	31	38	24	4	100	305	500	61.0	Not good
2	4	23	46	23	4	100	300	500	60.0	Not good
3	2	27	38	29	4	100	294	500	58.8	Not good
4	2	29	39	28	2	100	301	500	60.2	Not good
5	3	28	38	29	2	100	301	500	60.2	Not good
6	3	25	42	25	5	100	296	500	59.2	Not good
7	4	25	46	20	5	100	303	500	60.6	Not good
8	5	26	38	27	4	100	301	500	60.2	Not good
Average									60.0	Not good

Source: Results of Primary Data Processing in 2026

Based on Table 6, descriptively, the research results show that the Public Satisfaction variable obtained an average Respondent Achievement Level (TCR) value of 60.0% and is included in the poor category. These results indicate that the community who received services at the Belakang Balok Village Office have not yet fully felt satisfied with the services received. Of the eight indicators used to measure public satisfaction, all indicators are in the poor category. The highest TCR value is found in the first indicator at 61.0%, while the lowest TCR value is found in the third indicator at 58.8%. Furthermore, the second indicator obtained a TCR of 60.0%, the fourth and fifth indicators each at 60.2%, the sixth indicator at 59.2%, the seventh indicator at 60.6%, and the eighth indicator at 60.2%.

Overall, these results indicate that public satisfaction with services at the Belakang Balok Village Office remains relatively low. Not a single indicator achieved a good rating, necessitating comprehensive improvements in public satisfaction. This could indicate that the public's experience receiving services has not fully met their expectations. Therefore, improving service quality through improvements in tangibles, reliability, responsiveness, assurance, and empathy is crucial, as these five dimensions can theoretically and empirically contribute to public satisfaction

Multiple Linear Regression

Multiple linear regression analysis was used to determine the magnitude of the influence of the variables Physical Evidence (X1), Reliability (X2), Responsiveness (X3), Assurance (X4), and Empathy (X5) on Public Satisfaction (Y).

Table 7 Multiple Linear Regression

Table 7. Multiple Linear Regression						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-7,366	2,284		-3.225	.002
	Physical Evidence	.734	.136	.367	5,378	.000
	Reliability	.493	.116	.260	4,259	.000
	Responsiveness	.269	.133	.136	2,020	.046
	Guarantee	.658	.130	.323	5.063	.000

Empathy	.464	.122	.230	3,806	.000
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a. Dependent Variable: Satisfaction

Source: Primary Data Processing Results (SPSS) 2026

Based on the results of data processing using SPSS, the regression coefficient values are obtained as presented in Table 7, so that the multiple linear regression equation can be formulated as follows:

$$Y = -7,366 + 0,734X_1 + 0,493X_2 + 0,269X_3 + 0,658X_4 + 0,464X_5 + e$$

Information:

Y = Community Satisfaction

X_1 = (Tangibles)

X_2 = Reliability

X_3 = Responsiveness

X_4 = Assurance

X_5 = Empathy

Based on the regression equation, it can be explained as follows:

Constant (α)

The constant value of -7.366 indicates the value of Community Satisfaction when all independent variables, namely Physical Evidence, Reliability, Responsiveness, Assurance, and Empathy are considered to be zero. However, because in this study all variables were measured using a Likert scale that has a certain range of values and is substantively impossible to be zero, the constant is more appropriately understood as a mathematical part of the regression model and does not need to be given too far substantive interpretation.

Physical Evidence (X_1)

The regression coefficient for Physical Evidence is 0.734 and is positive. This means that if Physical Evidence increases by one unit, while other variables are held constant, then Public Satisfaction is estimated to increase by 0.734 units. A Sig. value of $0.000 < 0.05$ indicates that the effect is positive and significant. Thus, the better the condition of the physical facilities, service equipment, comfort of the service environment, and appearance of the apparatus, the higher the public satisfaction.

Reliability (X_2)

The Reliability Coefficient is 0.493 and is positive. This means that every one-unit increase in Reliability will increase Public Satisfaction by 0.493 units, assuming other variables remain constant. The Sig. value is $0.000 < 0.05$, so the effect of Reliability on Public Satisfaction is declared positive and significant. Thus, the more capable the apparatus is of providing services appropriately, accurately, consistently and in accordance with what was promised, the higher the public satisfaction will be.

Responsiveness (X_3)

Coefficient is 0.269 and is positive. This means that a one-unit increase in Responsiveness will increase Public Satisfaction by 0.269 units, assuming other variables are constant. The Sig. value is $0.046 < 0.05$, so Responsiveness has a positive and significant influence on Public Satisfaction. This means that the faster, more responsive and responsive the apparatus is in helping the community, providing information and handling service needs, the more public satisfaction tends to increase.

Guarantee (X_4)

The Assurance coefficient is 0.658 and has a positive value. This means that every one-unit increase in Assurance will increase Community Satisfaction by 0.658 units, assuming other independent variables remain constant. The Sig. value is $0.000 < 0.05$, so Assurance has a positive and significant effect on Community Satisfaction. Thus, the higher the competence, politeness, certainty, and ability of the apparatus in building public trust, the higher the public satisfaction.

Empathy (X_5)

Coefficient is 0.464 and is positive. This means that every one-unit increase in Empathy will increase Public Satisfaction by 0.464 units, assuming other variables are constant. The Sig. value is $0.000 < 0.05$, so Empathy has a positive and significant influence on Public Satisfaction. This means that the greater the attention, concern, friendliness and ability of the apparatus to understand the needs of the community individually, the higher the community satisfaction. Based on the results of multiple linear regression analysis, it can be concluded that all SERVQUAL dimensions have a positive and significant effect on customer satisfaction.

Determination Coefficient Test (R^2)

The coefficient of determination (R^2) aims to determine how much the independent variables, namely Physical Evidence (X_1), Reliability (X_2), Responsiveness (X_3), Assurance (X_4), and Empathy (X_5) are able to explain the variation in the dependent variable, namely Community Satisfaction (Y).

Table 8. Results of the Determination Coefficient Test (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.829 ^a	.688	.671	3.55939

a. Predictors: (Constant), Empathy, Responsiveness, Physical Evidence, Assurance, Reliability

b. Dependent Variable: Satisfaction

Source: Primary Data Processing Results (SPSS) 2026

Based on the test results in Table 8, an R value of 0.829 was obtained, indicating a very strong relationship between the five dimensions of service quality together with Customer Satisfaction. The R Square value of 0.688 indicates that 68.8% of the variation in Customer Satisfaction can be explained by the variables of Physical Evidence, Reliability, Responsiveness, Assurance, and Empathy together. Thus, the research model has a fairly strong ability to explain variations in Customer Satisfaction. Meanwhile, 31.2% of the variation in Customer Satisfaction is explained by other factors not included in this research model. These factors can be other aspects of service delivery or community characteristics that are not variables in the study.

The Adjusted R Square value of 0.671 indicates that after taking into account the number of independent variables and the number of samples used, the model's ability to explain variations in Public Satisfaction is 67.1%. The Std. Error of Estimate value of 3.55939 indicates the level of estimation error of the model in predicting Public Satisfaction. Based on these results, it can be concluded that the research model has relatively strong explanatory power. The five dimensions of service quality together make a significant contribution in explaining variations in Public Satisfaction at the Belakang Balok Village Office.

Discussion

This study aims to analyze the influence of service quality based on five SERVQUAL dimensions, namely *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* on Public Satisfaction at the Belakang Balok Village Office. The analysis was conducted using multiple linear regression on 100 respondents. The results showed that not all dimensions of service quality have the same influence on public satisfaction.

The Influence of *Tangibles* (Physical Evidence) on Customer Satisfaction Results The results of the study indicate that *Tangibles* (Physical Evidence) have a positive and significant effect on Public Satisfaction at the Belakang Balok Village Office. This is indicated by the regression coefficient value of 0.734, the calculated *t* value of 5.378, and a significance value of $0.000 < 0.05$. Thus, H1 is accepted, which means that the better the physical evidence of service, the higher the public satisfaction.

Descriptively, the Physical Evidence variable obtained a TCR of 60.2% and is categorized as poor. This condition indicates that the public still considers the facilities, infrastructure, environmental comfort, and physical aspects of service support to not fully meet expectations. Nevertheless, the regression results indicate that these aspects have a significant influence on public satisfaction. In fact, Physical Evidence has a Standardized Beta value of 0.367, the highest compared to Reliability (0.260), Responsiveness (0.136), Assurance (0.323), and Empathy (0.230), so it is the most dominant dimension in influencing public satisfaction.

These findings indicate that the physical condition of the office and service facilities is not merely a supporting aspect, but a crucial part of the public experience when receiving services. Comfortable, clean, complete, well-organized facilities, supported by the appearance of good personnel, can shape positive perceptions of service professionalism and ultimately increase public satisfaction. Conversely, limited facilities can reduce public perceptions of service quality. The results of this study align with those of Ridho et al. (2025) at the Patam Lestari Village Office in Batam City, which found that *tangibles* have a positive and significant effect on public satisfaction. This similarity reinforces the fact that physical aspects are a crucial factor in public services, particularly at the village level.

Thus, the research results confirm that improving the quality of service facilities and infrastructure needs to be a priority at the Belakang Balok Village Office. Considering that Physical Evidence still receives poor public reviews and is the most dominant variable, improvements in service area comfort, completeness of

facilities, cleanliness, tidiness, information media, and staff appearance have the potential to significantly impact public satisfaction.

The Influence of Reliability on Public Satisfaction

The results of the study indicate that *Reliability* has a positive and significant effect on Public Satisfaction at the Belakang Balok Village Office. This is indicated by a regression coefficient value of 0.493, a *t*-value of 4.259, and a significance value of $0.000 < 0.05$. Thus, H2 is accepted, which means that the better the reliability of the apparatus in providing services, the higher the public satisfaction. Descriptively, the Reliability variable obtained a TCR value of 59.65% and is included in the poor category. This indicates that the public still assesses the ability of the apparatus to provide services appropriately, accurately, consistently, and in accordance with procedures as not fully optimal. Nevertheless, the regression results prove that Reliability has a real influence on public satisfaction. The *Standardized Beta value* of 0.260 indicates that Reliability is one of the dimensions that is quite important in shaping public satisfaction after Physical Evidence and Guarantees.

These findings indicate that the public not only pays attention to service facilities but also expects reliable services. Accuracy in providing information, the ability to complete services according to established procedures and times, and the consistency of the apparatus in providing services will increase public trust. Conversely, errors, inaccurate information, or inconsistencies in services can lead to dissatisfaction. The results of this study are in line with the research of Umar, et al. (2024) entitled " Analysis of public service quality towards public satisfaction at the Segeri District Office, Pangkajene and Kepulauan Regency", which shows that *the Reliability dimension* has a dominant influence on public satisfaction. These findings strengthen the results of this study that the ability of public service organizations to provide services appropriately, accurately, and reliably is an important factor in shaping public satisfaction.

Therefore, improving *reliability* is a key focus in efforts to enhance service quality at the Belakang Balok Village Office. Improvements can be made through enhancing procedural accuracy, information clarity, service consistency, and staff's ability to address community needs promptly and in accordance with service standards. The more reliable the service, the higher the public satisfaction.

The Influence of Responsiveness on Public Satisfaction

The results of the study indicate that *responsiveness* has a positive and significant effect on public satisfaction at the Belakang Balok Village Office. This is indicated by a regression coefficient of 0.269, a *t*-value of 2.020, and a significance value of $0.046 < 0.05$. Thus, H3 is accepted, which means that the better the responsiveness of the apparatus in providing services, the higher the public satisfaction.

Descriptively, the Responsiveness variable obtained a TCR value of 60.3% and is categorized as poor. These results indicate that the public still considers the speed, alertness, and willingness of officials to assist and respond to community needs to be less than optimal. Nevertheless, the results of the regression analysis prove that Responsiveness still has a significant influence on community satisfaction. The *Standardized Beta value* of 0.136 indicates that the influence of Responsiveness is the lowest compared to other SERVQUAL dimensions, but still has a positive and significant influence.

These findings indicate that the public expects officials to not only be able to complete services, but also to respond quickly to needs, provide information, assist when obstacles arise, and provide services without delay. A fast and appropriate response from officials can create a better service experience and increase public satisfaction. Conversely, a slow response or lack of responsiveness from officials can lead to negative perceptions of service quality. The results of this study are in line with the research of Alfiani et al. (2025) entitled " Analysis of Public Service Quality and Public Satisfaction: The Servqual Approach at the Masale Village Office, Panakkukang District, Makassar City" , explaining that *Responsiveness* has a positive, significant, and dominant effect on public satisfaction. These findings strengthen the results of this study that the willingness and ability of officials to provide services quickly and responsively is an important element in shaping public satisfaction. Thus, improving *responsiveness* remains a key concern for the Belakang Balok Urban Village Office, even though its impact is relatively small compared to other dimensions. This can be achieved by increasing the speed of staff response, providing easily accessible information, providing assistance when the public experiences difficulties, and improving coordination between staff. The faster and more responsive staff are in responding to community needs, the higher the level of public satisfaction with the services received.

The Influence of Assurance on Public Satisfaction

Results The results of the study indicate that *Assurance* has a positive and significant effect on Public

Satisfaction at the Belakang Balok Village Office. This is indicated by a regression coefficient value of 0.658, a t -value of 5.063, and a significance value of $0.000 < 0.05$. Thus, H4 is accepted, which means that the better the service guarantee provided by the apparatus, the higher the public satisfaction. Descriptively, the Assurance variable obtained a TCR value of 59.8% and is categorized as poor. This indicates that the public still considers the aspects of competence, politeness, the ability of officials to provide a sense of security, and certainty in the service process to be less than optimal. However, the results of the regression analysis indicate that Assurance has a strong influence on public satisfaction.

The *Standardized Beta value* of 0.323 is the second largest value after Physical Evidence (0.367). These findings indicate that the public requires certainty and a sense of trust when receiving services at the Belakang Balok Village Office. Officials who have adequate knowledge and abilities, are polite, are able to provide clear information, and provide certainty regarding procedures and service results will increase public security and trust. Conversely, unclear information or a lack of official competence can raise doubts and reduce public satisfaction. The results of this study are in line with the research of Hasanah et, al (2024) with the title Analysis of the quality of public services at the Sadu Sub-district Office in increasing public satisfaction, found that *the Assurance dimension* has a positive and significant effect on public satisfaction. This finding reinforces the findings of this study that trust, competence, politeness, and assurance provided by officials are important aspects in building public service user satisfaction. Therefore, improving *Assurance* needs to be a priority in improving service quality at the Belakang Balok Village Office. This effort can be achieved through improving staff competence, providing clear and accurate information, ensuring procedures and service times, and adopting a friendly and professional attitude. The greater the public's sense of security and trust in officials during the service process, the higher the resulting public satisfaction.

The Influence of Empathy on Public Satisfaction

The results of the study indicate that *empathy* has a positive and significant effect on public satisfaction at the Belakang Balok Village Office. This is indicated by a regression coefficient value of 0.464, a t -value of 3.806, and a significance value of $0.000 < 0.05$. Thus, H5 is accepted, which means that the better the empathy of the apparatus in providing services, the higher the public satisfaction. Descriptively, the Empathy variable obtained a TCR value of 59.8% and is categorized as poor. This indicates that the attention, concern, friendliness, and ability of officials to understand community needs still need to be improved. Nevertheless, the results of the regression analysis prove that Empathy has a significant influence on community satisfaction. The *Standardized Beta value* of 0.230 indicates that Empathy makes a positive contribution to community satisfaction, although its influence is below that of Physical Evidence, Assurance, and Reliability. These findings indicate that the public not only requires fast and accurate service but also expects attention and concern from officials.

A friendly attitude, a willingness to listen to complaints, an ability to understand community needs, and providing service without discrimination can create a more positive service experience. Conversely, officials who are indifferent or inattentive to community needs can cause discomfort and lower satisfaction levels. The results of this study are in line with the research of Widiyanto & Zunaiddi (2024) entitled "*Measuring the Level of Public Service Quality Using SERVQUAL Method in Gayungan Village, Surabaya City*" which shows that *the Empathy dimension* has the most dominant influence on public satisfaction. These findings strengthen the results of this study that personal attention, concern, and the ability of officials to understand public needs are important parts in creating satisfactory public services. Thus, increasing *Empathy* needs to be part of efforts to improve service quality at the Belakang Balok Village Office. This can be done by improving the friendliness of officials, communication skills, willingness to listen to public needs and complaints, and providing services fairly and non-discriminatory. The higher the attention and concern of officials to community needs, the higher the public satisfaction with the services received.

The Simultaneous Influence of Tangibles, Reliability, Responsiveness, Assurance, and Empathy on Customer Satisfaction

The results of the study indicate that the dimensions of service quality consisting of *Tangibles, Reliability, Responsiveness, Assurance, and Empathy* simultaneously have a positive and significant effect on Public Satisfaction at the Belakang Balok Village Office. This is proven by the results of the F test which obtained a calculated F value of 41.361 with a significance value of $0.000 < 0.05$. Thus, H6 is accepted, which means that the five dimensions of service quality together have a significant effect on Public Satisfaction. These results indicate that public satisfaction is not only formed by one aspect of service quality, but is the result of a combination of various service dimensions. The condition of service facilities and infrastructure, the ability of the apparatus to provide services accurately and consistently, the speed of responding to public

needs, the ability to provide a sense of security and certainty, and attention to public needs together shape the public experience in receiving services. The magnitude of the model's ability to explain Public Satisfaction can be seen from the R Square value of 0.688. This means that 68.8% of the variation in Public Satisfaction can be explained by *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* together, while the other 31.2% is explained by other factors not included in the research model.

The Adjusted R Square value of 0.671 indicates that after taking into account the number of independent variables and samples, the model is still able to explain 67.1% of the variation in Public Satisfaction. These findings demonstrate that service quality is a crucial factor in shaping public satisfaction with village-level services. Communities assess services holistically, so improvements in one dimension alone may not yield optimal results without improvements in other dimensions. Therefore, improving service quality requires an integrated and continuous approach. These findings align with those of Farhan & Makmuri (2024), who explained that all SERVQUAL dimensions simultaneously influence public satisfaction. This similarity reinforces the findings of this study, suggesting that the SERVQUAL approach is relevant for explaining public satisfaction in the context of public services at the village level. The research findings also indicate that although descriptively all dimensions of service quality are still in the poor category, all five dimensions are statistically proven to have a significant influence on public satisfaction. This indicates significant room for service improvement. Improving quality across all dimensions has the potential to impact public satisfaction, particularly by focusing on dimensions with a relatively greater influence.

Standardized Coefficients Beta value, *Tangibles* has the most dominant influence with a value of 0.367, followed by *Assurance* of 0.323, *Reliability* of 0.260, *Empathy* of 0.230, and *Responsiveness* of 0.136. These results indicate that in the context of services at the Belakang Balok Village Office, the aspect of physical evidence is the main priority that needs to be considered, without ignoring improvements in other service quality dimensions. Thus, it can be concluded that the better the quality of service that includes *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* together, the higher the Public Satisfaction at the Belakang Balok Village Office. The significant F test results and the coefficient of determination value of 68.8% provide empirical evidence that service quality through the five SERVQUAL dimensions has a strong ability to explain public satisfaction. Therefore, the sixth hypothesis (H6) which states that *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* simultaneously influence Customer Satisfaction is declared accepted.

The Most Dominant Dimensions of Service Quality Influencing Customer Satisfaction

Based on the results of multiple linear regression analysis, it shows that all dimensions of service quality consisting of *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* have a positive and significant effect on Customer Satisfaction. To determine the most dominant dimension, the Standardized Coefficients Beta value is used, because this value allows a comparison of the magnitude of the influence between variables that have the same measurement units. Based on the test results, *Tangibles* has a Standardized Beta value of 0.367, *Assurance* of 0.323, *Reliability* of 0.260, *Empathy* of 0.230, and *Responsiveness* of 0.136. Thus, *Tangibles* (Physical Evidence) is the most dominant dimension of service quality that influences Public Satisfaction at the Belakang Balok Village Office. The dominance of the *Tangibles dimension* is also in line with the results of the descriptive analysis which shows that Physical Evidence obtained a TCR value of 60.2% and is in the poor category. This condition indicates that although the public still gives a low assessment of the physical aspect of the service, this aspect actually has the greatest influence on satisfaction. This indicates that improvements in facilities, infrastructure, comfort of the service space, cleanliness, neatness of the office environment, and the appearance of the apparatus have the potential to have a relatively large impact on increasing public satisfaction.

This finding is in line with the research of Ridho, et, al (2025) entitled " The influence of service quality based on the SERVQUAL theory on community satisfaction at the Patam Lestari urban village office, Batam City", which found that the dimensions of service quality have an influence on community satisfaction. These results strengthen the importance of the SERVQUAL dimension in explaining community satisfaction with public services at the village level. Substantively, the dominance of *Tangibles* can be understood because physical evidence is the aspect of service that is most easily seen and felt directly by the community. When people come to the village office, the condition of the facilities, service space, cleanliness, comfort, equipment, information media, and the appearance of the apparatus are the first part of the service experience they receive. Good physical conditions can create a professional, orderly, comfortable, and trustworthy impression, thereby ultimately increasing community satisfaction. Based on these results, improving service quality at the Belakang Balok Village Office requires special attention to the *Tangibles dimension*. However, the dominance

of Physical Evidence does not mean that other dimensions can be ignored. *Assurance*, *Reliability*, *Empathy*, and *Responsiveness* have also been shown to have a significant influence, so improving service quality must still be carried out comprehensively. Thus, it can be concluded that *Tangibles* is the most dominant dimension of service quality in influencing Community Satisfaction, with a *Standardized Beta value* of 0.367, higher than *Assurance* (0.323), *Reliability* (0.260), *Empathy* (0.230), and *Responsiveness* (0.136). Therefore, the hypothesis regarding the most dominant dimension of service quality influencing Community Satisfaction is stated to be proven, with *Tangibles* as the most dominant dimension.

CONCLUSION

Based on the results of research on the influence of service quality on Public Satisfaction with the SERVQUAL approach at the Belakang Balok Village Office, which includes the dimensions of *Tangibles* (Physical Evidence), *Reliability* (Reliability), *Responsiveness* (Responsiveness), *Assurance* (Guarantee), and *Empathy* (Empathy), with a total of 100 respondents, it can be concluded that service quality has an important role in shaping Public Satisfaction. The results of the analysis show that all dimensions of service quality studied have a positive and significant influence on Public Satisfaction, both partially and simultaneously. *Tangibles* dimension (Physical Evidence) has been shown to have a positive and significant effect on Public Satisfaction. This is indicated by a regression coefficient value of 0.734, a *t-value* of 5.378, and a significance value of $0.000 < 0.05$. Descriptively, Physical Evidence obtained a TCR value of 60.2% and is in the poor category. These results indicate that the condition of facilities, infrastructure, comfort of the service environment, supporting equipment, and other physical aspects still need to be improved. Although the assessment is still poor, Physical Evidence has been proven to have a significant influence on public satisfaction.

Reliability dimension has been shown to have a positive and significant effect on Public Satisfaction, with a regression coefficient of 0.493, a *t-value* of 4.259, and a significance value of $0.000 < 0.05$. The Reliability variable's TCR value is 59.65% and is categorized as poor. This finding indicates that the ability of the apparatus to provide services appropriately, accurately, consistently, and in accordance with procedures is an important aspect in shaping public satisfaction. Therefore, improving the accuracy and consistency of services is still needed to improve public satisfaction. The *Responsiveness* dimension has been shown to have a positive and significant effect on Public Satisfaction. The regression results show a coefficient value of 0.269, a *t-value* of 2.020, and a significance value of $0.046 < 0.05$. The Responsiveness variable obtained a TCR of 60.3% and is categorized as poor. This indicates that the speed, alertness, and willingness of the apparatus in responding to public needs still need to be improved. Even though it has the lowest influence compared to other dimensions, Responsiveness remains a factor that significantly contributes to Customer Satisfaction. *Assurance* dimension has been shown to have a positive and significant impact on Public Satisfaction. This is indicated by a regression coefficient of 0.658, a *t-value* of 5.063, and a significance value of $0.000 < 0.05$. Meanwhile, the TCR value for the Assurance variable is 59.8% and is categorized as poor. These findings indicate that apparatus competence, politeness, certainty of procedures and services, and the ability to provide a sense of security and trust to the public are important aspects in increasing satisfaction. Therefore, the aspects of assurance and service certainty need to be continuously strengthened.

Likewise, the *Empathy* dimension was also proven to have a positive and significant effect on Public Satisfaction. The test results showed a regression coefficient value of 0.464, a *t-value* of 3.806, and a significance value of $0.000 < 0.05$. The Empathy variable obtained a TCR value of 59.8% and was in the poor category. These results indicate that attention, concern, friendliness, the ability to understand needs, and the willingness of officials to provide fair services to the public have contributed to increasing public satisfaction. Simultaneously, the five dimensions of service quality, namely *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy*, were proven to have a positive and significant effect on Public Satisfaction. The F test results obtained an F value of 41.361 with a significance of $0.000 < 0.05$, so the overall regression model was declared significant. The R value of 0.829 indicates a very strong relationship between service quality and Public Satisfaction. Meanwhile, the R Square value of 0.688 indicates that 68.8% of the variation in Public Satisfaction can be explained by the five dimensions of service quality, while 31.2% is explained by other factors outside the research model. These results indicate that service quality is an important factor in explaining the level of public satisfaction at the Belakang Balok Village Office. Furthermore, based on the *Standardized Coefficients Beta value*, it is known that *Tangibles* (Physical Evidence) is the most dominant dimension influencing Public Satisfaction, with a Beta value of 0.367. This value is higher than *Assurance* of 0.323, *Reliability* of 0.260, *Empathy* of 0.230, and *Responsiveness* of 0.136. This finding indicates that the

physical aspect of service is the relatively strongest factor in shaping public satisfaction at the Belakang Balok Village Office. This condition is also important because Physical Evidence obtained a TCR of 60.2% or is still in the poor category, so there is a considerable opportunity for improvement in this aspect. Overall, this study shows that the better the quality of service provided by the Belakang Balok Village Office, the higher the resulting Public Satisfaction. Although all SERVQUAL dimensions in the descriptive assessment are still in the poor category, the results of statistical tests prove that the five dimensions partially or simultaneously have a significant influence on Public Satisfaction. Therefore, improving the quality of service needs to be done comprehensively and continuously by prioritizing the *Tangibles* dimension as the most dominant dimension, without neglecting improvements in the aspects of *Reliability*, *Responsiveness*, *Assurance*, and *Empathy*. With integrated improvements in these five dimensions, it is hoped that the quality of public service at the Belakang Balok Village Office can improve and ultimately be able to provide a better level.

SUGGESTION

Based on the results of research on the influence of service quality on Public Satisfaction at the Belakang Balok Village Office, and by considering the results of descriptive analysis, partial tests, simultaneous tests, and coefficient of determination, the suggestions that can be given are as follows.

For the Village Office Behind Balok

The Belakang Balok Village Office needs to prioritize improving the *Tangibles dimension* (Physical Evidence) because it has been proven to be the most dominant dimension influencing Public Satisfaction with a *Standardized Beta value* of 0.367. In addition, the TCR value of Physical Evidence of 60.2% is still in the poor category. Improvements can be made through increasing the comfort of the service room and waiting room, cleanliness and tidiness of the office environment, completeness of facilities and infrastructure, maintenance of service equipment, and provision of information media that are easily seen and understood by the public. Improvements in these physical aspects are expected to create a more comfortable and professional service environment.

Reliability dimension needs to be improved, considering that the TCR value of 59.65% is still in the poor category, and this variable has been proven to significantly influence Public Satisfaction. Officials need to ensure that every service is provided appropriately, accurately, consistently, and in accordance with established procedures and service standards. Errors in service and administration need to be minimized, while certainty regarding requirements and service completion times needs to be clearly communicated to the public.

Improving *Responsiveness* needs to be done continuously. Although it has the lowest relative influence value with a Beta of 0.136, this variable still proved to have a significant effect on Public Satisfaction. With a TCR of 60.3%, officials need to increase the speed and responsiveness in responding to public needs, questions, and complaints. This can be done through improved coordination between officers, the provision of easily accessible information, and a complaint mechanism that allows the public to receive a quick and clear response.

The Assurance dimension deserves greater attention because it has a relatively strong influence on Public Satisfaction with a Beta value of 0.323, while the TCR is still in the poor category, namely 59.8%. Improvements can be made through developing the competence of officials, providing accurate information, ensuring procedures and service times, and implementing a polite, friendly, and professional attitude. Officials also need to provide certainty to the public to create a sense of security and trust during the service process.

The Empathy dimension needs to be enhanced through a more community-oriented service approach. The Empathy TCR score of 59.8% indicates that the attention and concern of civil servants towards community needs still need to be improved. Civil servants are expected to provide friendly, fair, non-discriminatory services, and be willing to listen to and understand the community's needs and complaints. This empathetic attitude is crucial for creating a more humane service relationship and improving the public's experience in receiving services.

Improving service quality needs to be done in an integrated manner, because the results of simultaneous tests show that *Tangibles*, *Reliability*, *Responsiveness*, *Assurance*, and *Empathy* together have a significant effect on Public Satisfaction, with an R Square value of 68.8%. Therefore, service improvements should not only be focused on one dimension, but should be carried out comprehensively through periodic evaluations of facilities, procedures, apparatus competence, service speed, service certainty, as well as attitudes and attention to the community. This evaluation can be the basis for the Belakang Balok Village Office to develop strategies for improving service quality on an ongoing basis.

The Belakang Balok Urban Village Office is recommended to conduct regular public satisfaction assessments. These assessments can be conducted through satisfaction surveys, complaint boxes or channels, and other feedback mechanisms. These evaluation results can be used to identify service aspects that still receive low ratings and determine priorities for improvement. This way, service quality improvements can be driven by the needs and perceptions of the public as service users.

For the Bukittinggi City Government

The Bukittinggi City Government is expected to continue providing support for improving the quality of public services at the sub-district level by strengthening the capacity of the apparatus, providing adequate service facilities and infrastructure, digitizing administrative services, and strengthening the monitoring and evaluation system for public service performance.

For Service Apparatus

Service personnel are expected to continuously improve their competence, professionalism, integrity, and communication skills in providing services to the public. Fast, friendly, transparent, and community-focused service will increase public trust in government administration at the sub-district level.

For Further Researchers

For further researchers, this study still has room for development because the R Square value of 0.688 indicates that 31.2% of the variation in Public Satisfaction is still explained by other factors outside the research model. Further research is recommended to include other relevant variables, such as ease of procedure, service transparency, service time, service costs, accessibility, leadership, and other factors that have the potential to influence public satisfaction. Further research can also expand the number and scope of research objects in several sub-districts so that the results can provide a broader picture of the quality of public services.

Overall, the main recommendation from this research is to make service quality improvement a continuous process by prioritizing improvements in the Physical Evidence dimension as the most dominant dimension, while strengthening Reliability, Responsiveness, Assurance, and Empathy. With this approach, the Belakang Balok Village Office is expected to be able to provide increasingly effective, comfortable, professional, and community-oriented services.

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