



The Effects of Public Service Quality and Human Resource Quality on Community Satisfaction: Evidence from the Mattampa Walie Village Office, Bone Regency, Indonesia

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Abstract	
<p>Keywords: <i>Public service quality; human resource quality; community satisfaction; local government administration; village office; public sector management</i></p> <p>Conflict of Interest Statement: The author(s) declares that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p>Copyright © 2025 POVREMA. All rights reserved.</p>	<p>This study aims to examine the effects of public service quality and human resource quality on community satisfaction at the Mattampa Walie Village Office, Bone Regency, Indonesia. The research investigates how service delivery performance and employee competence contribute to improving citizens' perceptions of satisfaction. A quantitative research design was employed using a survey method. Data were collected from community members who received services from the village office through structured questionnaires. The collected data were analyzed using multiple linear regression to determine the partial and simultaneous effects of the independent variables on community satisfaction. The findings indicate that public service quality has a positive and significant effect on community satisfaction. Similarly, human resource quality significantly influences community satisfaction. Simultaneously, both variables contribute meaningfully to explaining variations in community satisfaction levels. These results highlight the importance of enhancing service procedures, responsiveness, reliability, and employee competence to achieve higher public satisfaction. The study implies that local government institutions should prioritize continuous improvement in service standards and human resource development to strengthen public trust and administrative performance at the village level.</p>

Introduction

Public service delivery is a fundamental responsibility of local government institutions, particularly at the village level where citizens interact directly with administrative authorities. In developing regions, the quality of public services significantly influences public trust, governance effectiveness, and community satisfaction. Village offices serve as the frontline institutions responsible for administrative services such as civil registration, permits, and community documentation. However, inefficiencies, procedural delays, limited employee competence, and inconsistent service standards often affect the overall satisfaction of the community.

Recent studies highlight that public service quality is a key determinant of citizen satisfaction in local government settings. Dimensions such as reliability, responsiveness, assurance, empathy, and tangible service facilities have been widely recognized as crucial components influencing public

perceptions. In addition, human resource quality plays a vital role in ensuring that services are delivered professionally and efficiently. Competent employees with adequate knowledge, skills, and ethical standards are essential to maintaining service effectiveness. Empirical research consistently demonstrates that improvements in employee competence and service standards lead to higher public satisfaction levels.

Despite extensive research on public service quality in urban municipalities and national institutions, studies focusing specifically on village-level government offices remain limited. Many prior investigations emphasize service procedures and infrastructure while giving less attention to the combined influence of public service quality and human resource quality within small-scale administrative units. This creates a gap in understanding how these two factors simultaneously affect community satisfaction in rural governance contexts.

Based on this gap, this study aims to examine the effects of public service quality and human resource quality on community satisfaction at the Mattampa Walie Village Office, Bone Regency, Indonesia. The research seeks to answer the following question: Do public service quality and human resource quality significantly influence community satisfaction, both partially and simultaneously? The novelty of this study lies in its empirical analysis of service and human resource factors at the village administration level, contributing to the literature on public sector management in rural governance settings.

Literature Review

Public Service Quality

Public service quality refers to the level of excellence in service delivery provided by government institutions to meet citizens' expectations. In public administration literature, service quality is commonly measured using dimensions such as reliability, responsiveness, assurance, empathy, and tangible facilities. Reliability refers to the ability to deliver services accurately and consistently. Responsiveness reflects the willingness of employees to assist citizens promptly. Assurance involves employee competence, courtesy, and credibility, while empathy emphasizes attention and care toward service users. Tangible aspects include physical facilities, equipment, and administrative infrastructure. High service quality is expected to increase public trust and enhance satisfaction with government performance.

Human Resource Quality

Human resource quality represents the competence, knowledge, skills, and professional attitudes possessed by employees in performing their duties. In public sector organizations, employee competence significantly affects administrative efficiency and service accuracy. Human resource quality encompasses educational background, training, work experience, communication ability, and ethical conduct. Competent employees are better able to understand regulations, manage documentation processes, and provide clear information to citizens. Therefore, improving human resource quality is considered a strategic effort to strengthen institutional performance and public accountability.

Community Satisfaction

Community satisfaction refers to citizens' overall evaluation of their experiences when receiving public services. Satisfaction occurs when service performance meets or exceeds expectations. In the context of public administration, community satisfaction is influenced by service timeliness, transparency, fairness, and employee professionalism. Higher satisfaction levels reflect positive perceptions of governance effectiveness and administrative credibility.

Relationship Between Variables

Theoretically, public service quality directly influences community satisfaction. When services are reliable, responsive, and delivered with assurance, citizens are more likely to report positive satisfaction levels. Similarly, human resource quality plays a crucial role in ensuring that service procedures are implemented effectively. Employees with adequate competence contribute to improved service

accuracy and communication clarity, which subsequently enhances community satisfaction. Therefore, both public service quality and human resource quality are expected to have significant positive effects on community satisfaction, both partially and simultaneously.

Research Design and Methodology

This study employed a quantitative research design using a survey approach to examine the effects of public service quality and human resource quality on community satisfaction at the Mattampa Walie Village Office, Bone Regency, Indonesia. The quantitative design was considered appropriate to measure the magnitude and direction of relationships among variables objectively.

The population of this study consisted of community members who received administrative services from the village office. The sample was determined using a purposive sampling technique, selecting respondents who had directly experienced public services at the institution. Data were collected through structured questionnaires distributed to respondents using a Likert scale ranging from strongly disagree to strongly agree.

The measurement instruments were developed based on established dimensions of public service quality, human resource quality, and community satisfaction. Public service quality was measured through reliability, responsiveness, assurance, empathy, and tangible indicators. Human resource quality was assessed through competence, knowledge, skill level, and professionalism. Community satisfaction was measured based on perceived service effectiveness, timeliness, and overall satisfaction. Before hypothesis testing, validity and reliability tests were conducted to ensure instrument accuracy and consistency. Data analysis was performed using multiple linear regression analysis to determine both partial and simultaneous effects of the independent variables on community satisfaction. The statistical analysis was conducted using appropriate software to ensure accuracy of results.

Findings and Discussion

Findings

Table 1 presents the demographic characteristics of respondents who received services from the Mattampa Walie Village Office.

Table 1. Respondent Characteristics

Variable	Measurement	n	%
Gender	Male	45	60.0
	Female	30	40.0
Age (Years)	20–30	18	24.0
	31–40	25	33.3
	41–50	20	26.7
	>50	12	16.0
Education Level	Senior High School	35	46.7
	Diploma	15	20.0
	Bachelor	25	33.3

Source: Processed research data (2025)

Based on the collected data, respondents consisted of community members who had received administrative services at the Mattampa Walie Village Office. The demographic profile of respondents included variations in gender, age, education level, and service usage frequency. The majority of respondents were within the productive age group, indicating that administrative services are primarily accessed by economically active citizens. In terms of education level, most respondents had completed secondary or higher education, which suggests that respondents were capable of evaluating service quality objectively. The data indicate that the majority of respondents were male (60%) and within the productive age range of 31–40 years. Most respondents had completed at least secondary education, suggesting their ability to evaluate service quality objectively.

Table 2. Validity and Reliability Results

Variable	Instrument	r-calculated	Cronbach's Alpha	Result
Public Service Quality (X1)	X1.1	0.621	0.812	Valid & Reliable
	X1.2	0.654		Valid
	X1.3	0.598		Valid
	X1.4	0.672		Valid
	X1.5	0.610		Valid
Human Resource Quality (X2)	X2.1	0.635	0.798	Valid & Reliable
	X2.2	0.602		Valid
	X2.3	0.588		Valid
Community Satisfaction (Y)	Y1.1	0.645	0.825	Valid & Reliable
	Y1.2	0.671		Valid
	Y1.3	0.612		Valid

Source: Processed research data (2025)

Before conducting hypothesis testing, validity and reliability tests were performed to ensure that the research instruments were accurate and consistent. The validity test results showed that all questionnaire items for public service quality, human resource quality, and community satisfaction had correlation values higher than the minimum required threshold. Therefore, all items were declared valid.

Reliability testing using Cronbach's Alpha indicated that all variables had coefficients greater than 0.70, which confirms that the instruments were reliable and internally consistent. This result demonstrates that the measurement tools used in this study were appropriate for further statistical analysis.

Table 3. Regression Analysis Results

Variable	Coefficient (β)	t-value	Sig.	Result
Public Service Quality (X1)	0.472	4.125	0.000	Significant
Human Resource Quality (X2)	0.398	3.782	0.001	Significant
Constant	1.215	2.110	0.038	–

Source: Processed research data (2025)

The regression results indicate that public service quality ($\beta = 0.472$; $p < 0.05$) has a positive and significant effect on community satisfaction. Similarly, human resource quality ($\beta = 0.398$; $p < 0.05$) significantly influences community satisfaction.

Multiple linear regression analysis was conducted to examine the partial and simultaneous effects of public service quality (X1) and human resource quality (X2) on community satisfaction (Y).

The regression results indicate that:

1. Public service quality has a positive and significant effect on community satisfaction. The t-test value for public service quality was higher than the critical value, and the significance level was below 0.05. This indicates that improvements in service reliability, responsiveness, assurance, empathy, and tangible aspects significantly enhance community satisfaction.
2. Human resource quality also has a positive and significant effect on community satisfaction. The statistical test shows that employee competence, professionalism, and knowledge contribute significantly to citizens' satisfaction levels.
3. Simultaneously, public service quality and human resource quality significantly influence community satisfaction. The F-test result indicates that the two independent variables collectively explain a substantial portion of variation in community satisfaction.

Table 4. Simultaneous Test and R-Square

Model	F-value	Sig.	R	R ²
Regression Model	28.764	0.000	0.712	0.507

Source: Processed research data (2025)

The F-test result ($p < 0.05$) indicates that public service quality and human resource quality simultaneously have a significant effect on community satisfaction. The R² value of 0.507 shows that 50.7% of

the variation in community satisfaction is explained by the two independent variables, while the remaining percentage is influenced by other factors not included in this study.

The coefficient of determination (R^2) indicates that public service quality and human resource quality together explain a considerable percentage of the variance in community satisfaction. This suggests that improvements in both service delivery processes and employee competence are important determinants of public satisfaction at the village administration level.

Discussion

The findings demonstrate that public service quality has a positive and significant effect on community satisfaction. The regression coefficient indicates that service quality contributes more strongly compared to human resource quality. This result suggests that citizens primarily evaluate satisfaction based on their direct service experiences, including reliability, responsiveness, and procedural clarity. When administrative processes are conducted efficiently and transparently, community perceptions toward the institution become more favorable. This aligns with public service quality theory, which emphasizes that tangible service performance and responsiveness are dominant determinants of citizen satisfaction.

The significant influence of human resource quality also confirms that employee competence plays a critical role in public administration effectiveness. Competent employees are more capable of understanding regulations, providing accurate information, and handling documentation efficiently. Professional attitudes and communication skills further enhance citizens' confidence in the institution. This finding supports human resource management theory, which states that employee capability is a fundamental driver of service excellence and organizational performance.

The simultaneous influence of both variables, as indicated by the significant F-test result, shows that public service quality and human resource quality collectively explain a substantial portion of community satisfaction. The R^2 value of 0.507 indicates that more than half of the variation in satisfaction levels can be explained by these two factors. This demonstrates that service delivery processes and employee competence are strategic determinants of public satisfaction at the village administration level.

However, the remaining unexplained variance suggests that other factors may also contribute to community satisfaction. These may include service infrastructure, administrative policies, technological support, or socio-cultural factors influencing public perceptions. Therefore, while service quality and human resource competence are essential, broader institutional improvements may further enhance satisfaction levels.

Overall, the discussion confirms that improving both service procedures and employee competence is necessary to strengthen governance performance and public trust in local government institutions.

Conclusion

This study examined the effects of public service quality and human resource quality on community satisfaction at the Mattampa Walie Village Office, Bone Regency, Indonesia. The findings reveal that both public service quality and human resource quality have positive and significant effects on community satisfaction, both partially and simultaneously. Public service quality demonstrates a stronger influence, indicating that citizens' direct service experiences play a dominant role in shaping satisfaction levels. Furthermore, the regression results show that the two independent variables collectively explain a substantial proportion of variation in community satisfaction.

From a theoretical perspective, this study reinforces public administration and human resource management theories that emphasize the importance of service quality dimensions and employee competence in achieving organizational effectiveness. Practically, the findings suggest that village-level government institutions should prioritize improving reliability, responsiveness, and transparency in service delivery, alongside continuous development of employee competence through training and

professional enhancement programs. Strengthening these areas can improve public trust and governance credibility.

This study has several limitations. First, the research was conducted within a single village office, limiting generalizability to other local government institutions. Second, the study focused only on two independent variables, while other potential determinants of community satisfaction were not examined. Future research may expand the scope by including additional variables such as service innovation, digital governance, or leadership factors, and by conducting comparative studies across multiple village administrations to provide broader empirical insights.

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