https://www.apjbet.com
Asia Pacific Journal of Business Economics and Technology
ISSN: 2809-2279 |
Volume 06 Issue 05

ANALYSIS OF COMMUNITY SATISFACTION WITH PUBLIC SERVICE PERFORMANCE IN THE NAGARI GOVERNMENT OF LADANG LAWEH

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Abstract

Community satisfaction is a key indicator of public service success, particularly at the nagari level, the unit of government closest to citizens. This study analyses community satisfaction with public service performance in the Nagari Government of Ladang Laweh, Banuhampu District, Agam Regency, West Sumatra, Indonesia. A descriptive qualitative approach was applied, using the five SERVQUAL dimensions as the analytical framework. Data were gathered through interviews, observation, and documentation involving nagari officials, service users, and community leaders, analysed with the Miles, Huberman, and Saldaña model, and validated through source, method, and theory triangulation. The findings show that satisfaction is supported by tangibles, responsiveness, and empathy but constrained by weak reliability and assurance. Services remain person-dependent, procedural information differs across officials, and residents' digital literacy is limited. The study contributes the finding that dependence on individual officials and the absence of standard procedures, rather than a lack of facilities, are the main sources of dissatisfaction at the nagari level. Improvement requires balancing officials' capacity, system strengthening, and residents' administrative literacy.

Keywords: *Community Satisfaction; Public Service; Apparatus Performance; SERVQUAL; Nagari Government*

1. Introduction

Regional autonomy gives local governments the right and responsibility to regulate and manage government affairs and the interests of local communities in accordance with laws and regulations (Ristanti & Handoyo, 2017). At the lowest level, this authority is exercised by village governments, which in West Sumatra are known as *nagari* governments (*pemerintahan nagari*). Law No. 6 of 2014 on Villages (Republic of Indonesia, 2014) states that one purpose of village regulation is to improve public services for residents in order to accelerate general welfare, while Law No. 25 of 2009 on Public Services (Republic of Indonesia, 2009) provides the basis for administrative services such as civil registration, licensing, and social assistance. Because they serve residents directly, nagari governments are the front-line organisations in public service delivery (Kusnendar, 2018).

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In practice, however, service delivery often falls short of these expectations. Village-level services are frequently characterised by slow processes, uneven apparatus competence, low transparency, and limited use of information technology (Aji Saputra, 2024). This suggests that a clear institutional structure and adequate human resources are prerequisites for professional, fast, and accurate service (Khairi, 2024). When services fail to meet expectations, the consequences go beyond individual disappointment: trust in local government and residents' participation in development decline.

Community satisfaction is therefore an important measure of public service success. In satisfaction theory, satisfaction arises when service performance meets or exceeds the expectations of service recipients (Oliver, 1980; Prasetio, 2012). Parasuraman et al. (1988) formulated five dimensions of service quality known as SERVQUAL: tangibles, reliability, responsiveness, assurance, and empathy. This framework breaks satisfaction down into concrete service experiences, so that findings can be translated directly into improvements.

Several studies have examined the relationship between service quality and community satisfaction, including in local governments in Indonesia (Lanin & Hermanto, 2019), civil registration offices (Subekti & Pribadi, 2022; Westi et al., 2025), other government organisations (Rulianti & Nurpribadi, 2024), and nagari governments, such as a survey in Nagari Pakan Sinayan showing that service quality significantly affects community satisfaction (Assyahri & Latifah, 2025). These studies mostly test relationships among variables through surveys. Qualitative studies that use SERVQUAL to examine residents' and officials' experiences side by side in Minangkabau nagari governments remain relatively limited, even though this is the level at which citizens first encounter the state.

A preliminary study in Nagari Ladang Laweh revealed problems worth examining. Residents reported delayed processing of birth certificates and family cards because staff arrived late or were absent, as well as inconsistent answers from different staff members about the procedures for transfer letters and land letters. These early findings point to weaknesses in reliability and assurance. This study aims to analyse community satisfaction with public service performance in the Nagari Government of Ladang Laweh through the five SERVQUAL dimensions, to identify the factors that reduce satisfaction, and to formulate efforts for improvement. Its contribution is a map of satisfaction patterns at the nagari level showing that systemic and human factors, rather than facilities alone, determine residents' satisfaction.

2. Literature Review

Community Satisfaction and Public Service Performance

Community satisfaction is understood as residents' assessment of the gap between their expectations and the service experience they receive. The expectancy–disconfirmation model developed by Oliver (1980) explains that satisfaction forms when performance meets expectations, and dissatisfaction arises when performance falls below them. The meta-analysis by Zhang et al. (2022) confirms that this model remains relevant for explaining citizen satisfaction with public services. In public services, the

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performance residents assess typically includes speed, ease, transparency, and staff attitudes.

Satisfaction is also linked to government legitimacy. Lanin and Hermanto (2019) showed that service quality is associated with public satisfaction and public trust in local government in Indonesia. Assessing service performance at the nagari level is therefore important not only for improving services but also for maintaining residents' trust in the government closest to them.

SERVQUAL Dimensions of Service Quality

SERVQUAL assesses service quality through five dimensions (Parasuraman et al., 1988). Tangibles cover facilities, equipment, personnel appearance, and communication materials. Reliability is the ability to deliver the promised service accurately and consistently. Responsiveness is the willingness to help and to respond promptly. Assurance covers staff knowledge, courtesy, and the ability to inspire trust. Empathy is personal attention and the ability to understand users' needs.

The five dimensions do not operate in isolation. Building conditions are associated with citizen satisfaction with local public services (Hopland & Kvamsdal, 2023), and facilities and infrastructure contribute to community satisfaction (Firdaus et al., 2023). Conversely, low staff reliability can erase the positive impression created by good facilities. Analyses that merely average scores for each dimension therefore risk hiding the dimension that actually decides satisfaction.

Previous Studies and Research Position

Research on civil registration services indicates that bureaucratic reform and staff performance are related to citizens' trust and satisfaction (Subekti & Pribadi, 2022; Westi et al., 2025). Rulianti and Nurpribadi (2024) linked service quality, work discipline, and organisational culture to community satisfaction, while Magdalena et al. (2023) highlighted barriers and service standards in local government. On digitalisation, Hasanah and Assyahri (2024) stressed that digital public service transformation should shorten long and convoluted bureaucratic processes.

Studies from Universitas Mohammad Natsir Bukittinggi provide nagari-level context close to this research site. Candra Efendi and Ningsih (2025) examined the optimisation of smart public management at the Wali Nagari Office of Pasie Laweh Lubuk Alung and found limited technological infrastructure, low digital literacy among officials, and limited community participation in technology-based services. Indry and Ningsih (2024) analysed the administrative governance of the Nagari Lasi government within a good governance framework, while Latifah et al. (2024) and Ningsih et al. (2023) addressed community participation in nagari development planning. Indry and Ningsih (2023) positioned migrants (perantau) as partners within a collaborative governance framework.

Further studies involving public administration lecturers at Universitas Mohammad Natsir Bukittinggi add service-quality evidence close to this site. Assyahri and Latifah (2025) surveyed 100 residents of Nagari Pakan Sinayan, in the same district as the present study site, and found that service quality had a positive and significant

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effect on community satisfaction (adjusted R^2 = 31.3%); they recommended strengthening officials' competence and standardising service procedures. Assyahri et al. (2025) applied the five SERVQUAL dimensions to outpatient pharmacy services at a hospital in Simpang Empat, surveying 370 patients, and reported that empathy and reliability were the highest-rated dimensions while waiting time scored lowest; they recommended adding staff at peak hours and upgrading waiting-room facilities. On nagari-level digitalisation, Andrizal et al. (2026) evaluated an online service application in Nagari Magek, Agam Regency, using a qualitative design, and found low digital literacy, no staff training, and very limited socialisation, concluding that the application's partial failure stemmed more from non-technical factors than from the technology itself.

This study complements those works by assessing residents' and officials' experiences of service performance in a single nagari through the SERVQUAL framework, using a qualitative approach that can explain why a given dimension is rated well or poorly.

3. Research Method

Research Approach and Type

This study uses a qualitative approach with a descriptive method. The qualitative approach focuses on understanding social phenomena and subjective experience through non-numerical data such as interviews, observations, and documents (Ultavia et al., 2023), while descriptive research portrays a phenomenon based on factual data collected systematically (Sahir, 2021). The approach was chosen because the study seeks to understand the reasons behind residents' assessments rather than to compute satisfaction scores.

Location, Time, and Informants

The research was conducted in the Nagari Government of Ladang Laweh, Banuhampu District, Agam Regency, West Sumatra, from June to September 2025. The site was selected because the nagari actively provides civil-registration and correspondence services to residents who vary in education, occupation, and service needs.

Informants comprised three groups. Key informants were the Wali Nagari (nagari head) and the Nagari Secretary, who understand policy direction, administrative flow, and internal staffing conditions. Main informants were nagari staff who serve the public directly and 15 residents who had used services such as ID cards, family cards, and certificates. Supporting informants were a community or customary leader and a representative of a youth organisation who assessed nagari services from the perspective of the wider community. Informants' identities are anonymised with initials.

Data and Data Collection Techniques

Primary data consisted of in-depth interviews and direct observation of the service process, while secondary data consisted of nagari documents and archives that support the accuracy of the findings. Observation was carried out directly in the natural setting without researcher intervention, using a guide covering the five SERVQUAL dimensions. Interviews used a guide that explored informants' experiences on each dimension

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(Rachmawati, 2007). Documentation involved reviewing archives and photographs of facilities, service conditions, and service procedures (Bowen, 2009).

Theoretical Framework, Analysis, and Data Credibility

The theoretical framework is SERVQUAL (Parasuraman et al., 1988), complemented by principles of public service quality (Hardiansyah, 2011). Data were analysed with the interactive model of Miles et al. (2014), consisting of data reduction, data display, and conclusion drawing and verification. Reduction involved coding and grouping findings by SERVQUAL dimension, display took the form of narrative, quotations, and a matrix, and conclusions were verified against other data.

Data credibility was tested through triangulation. Source triangulation compared accounts from residents, nagari officials, and community leaders. Method triangulation compared interview results with observations and documents. Theory triangulation interpreted the findings through more than one framework, namely SERVQUAL and principles of public service, so that the analysis does not depend on a single perspective.

4. Result

The results are presented by the five SERVQUAL dimensions and then supplemented with findings on apparatus performance and community readiness. A summary of findings for each dimension is presented in Table 1. Interview quotations were translated from Indonesian by the author.

Table 1. Summary of Community Satisfaction Findings by SERVQUAL Dimension

Dimension	Findings supporting satisfaction	Findings constraining satisfaction
Tangibles	Waiting room, service desks, information board, new computers, and neat staff appearance	Too few chairs and too little cooling at peak hours; lobby cleanliness declines in the afternoon
Reliability	Simple services such as domicile and introductory letters are often completed quickly	Services needing an official's signature are delayed when the official is absent; document requirements differ across staff
Responsiveness	Staff are willing to give information and guide residents step by step	Responses slow down when the office is crowded
Assurance	Standard procedures are explained clearly; staff appear competent	Answers differ across staff, and staff hesitate on family-card transfer and land-document procedures

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Dimension	Findings supporting satisfaction	Findings constraining satisfaction
Empathy	Staff are friendly, patient, and open to discussion; the most appreciated dimension	Some staff are hurried and impatient with repeated questions

Source: interview, observation, and documentation data (2025).

Tangibles

Residents considered that the nagari office had improved. Informants mentioned a waiting room, clear service desks, a dedicated service room, an information board that shows which documents to bring, and new computers that speed up processing. One resident put it this way: "The nagari office is now quite good. There is a waiting room, so we don't have to stand for long" (NP, aged 33). Neat and polite staff appearance also created a professional impression.

Even so, facilities did not yet fully meet expectations. At peak hours there were not enough waiting chairs, the room felt hot because of limited cooling, and the lobby floor often looked dirty in the afternoon. This suggests that the problem with tangibles lies in maintenance and capacity when demand rises, not in the absence of facilities.

Reliability

Simple administrative services, such as domicile letters and introductory letters, were generally completed quickly as promised, sometimes on the same day. This builds residents' confidence that part of the service already runs according to the rules. Problems arise in services that require the signature of an authorised official. One resident said: "If the official who has to sign is not around, we can wait a very long time. Sometimes it is not done until the next day" (AP, aged 35). Another resident had to go back and forth with documents because staff arrived late or were away. Service results were also inconsistent, as some staff asked for more documents than others. This pattern shows that service still depends on particular individuals rather than on a system. When the authorised official is present, service proceeds; when the official is absent, service stops and residents bear costs in time, effort, and uncertainty.

Responsiveness

Most informants judged that staff were willing to provide information and guide residents through procedures. One resident said: "I'm happy because they are willing to guide us step by step through the procedure, so I'm not confused at all" (DP, aged 32). Another said that staff were always ready to give information without making residents wait long.

Weaknesses appeared when the office was crowded. Informants said responses slowed down after long queues. This finding indicates that responsiveness is good under normal conditions, but the service mechanism is not flexible enough to handle surges in demand.

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Assurance

Some residents felt confident in staff competence, especially when standard procedures were explained clearly. One resident said: "I trust them because the staff seem competent and know exactly what to do" (DA, aged 32).

However, procedural information was not uniform. Residents received different answers from different staff about the documents required, especially for family-card transfer letters and land letters. One resident said: "Every staff member gave a different answer about the documents to bring, so I got confused about which one was right" (M, aged 30). Staff hesitation when explaining procedures made residents afraid of making mistakes, forced them to return several times, and led them to see the service as less professional. Staff who were interviewed acknowledged that some colleagues did not yet understand the main duties and functions of their divisions and that training is still needed.

Empathy

Empathy was the most appreciated dimension. Residents described staff as friendly, patient, warm in welcoming them, and open to questions. One resident said: "The staff are very friendly and patient in explaining each step. I feel cared for and not awkward asking anything" (TS, aged 34). Staff's ability to adapt the language of their explanations strengthened residents' understanding.

Nevertheless, some informants felt that certain staff were hurried and impatient with repeated questions, so not everything could be explained clearly (M, aged 30; NP, aged 33). Initial friendliness was not always accompanied by patience and full attention throughout the service process.

Apparatus Performance and Community Readiness

Interviews with officials showed that service obstacles do not come entirely from staff. Staff stated that some residents still do not understand procedures even after being given guidance and instructions, especially residents who rarely deal with administration. In online services, some residents, particularly older people, struggled with digital menus and forms, so staff continued to serve them manually, queues built up, and document processing slowed.

This finding reveals a gap between the service policies the nagari has pursued and residents' readiness to use them. Satisfaction is therefore shaped from two sides at once: the performance of the apparatus and residents' ability to follow procedures and service technology.

5. Discussion

Dependence on Individuals as the Main Source of Dissatisfaction

The main finding of this study is that community satisfaction in Nagari Ladang Laweh is not yet optimal, not because facilities are poor but because reliability and assurance are weak. The three dimensions that look good, namely tangibles, responsiveness, and empathy, are fragile because they are not supported by a system. Staff friendliness does not help residents when the signing official is absent.

This finding is consistent with Lanin and Hermanto (2019), who link service reliability to staff consistency in completing residents' affairs according to procedure, and

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with Westi et al. (2025), who place staff performance among the important factors in satisfaction. This study adds that, in the nagari context, dependence on particular officials (person-dependent) is a concrete form of low reliability. Service runs only when certain people are present, rather than because any authorised person can carry out the procedure. A similar pattern was observed in Nagari Pakan Sinayan, in the same district, where staff absence during service hours forced residents to wait (Assyahri & Latifah, 2025). The survey there showed that service quality explains about 31% of the variation in satisfaction; the present qualitative evidence helps explain which dimensions drive that relationship. The high rating of empathy also echoes an outpatient pharmacy study in which empathy was likewise the best-rated dimension, although reliability scored highly there, unlike here (Assyahri et al., 2025).

Procedural Certainty and Information Openness

Differing answers among staff indicate that standard procedures have not been internalised by all officials. This is in line with Magdalena et al. (2023), who draw attention to barriers and service standards in local government. As a result, certainty depends on who serves the resident, and residents bear the risk of preparing the wrong documents. Assyahri and Latifah (2025) likewise recommended standardising service procedures to align nagari services with community expectations.

Information openness is a pillar of good governance covering transparency, participation, and accountability (Oktaviane & Helmi, 2023). Its effect on satisfaction, however, is not automatic. Written guides, service-flow boards, or digital media are useful only if they are actually implemented, presented in an easily understood form, and usable by residents with varied information literacy.

Apparatus Capacity and Residents' Digital Literacy

Staff who do not yet understand their main duties and functions reinforce the argument that officials need to master government administration so that errors can be minimised (Indry & Ningsih, 2024). Training should therefore cover soft skills such as communication, patience, and empathy as well as technical skills, given the complaints about hurried attitudes.

On the community side, obstacles in online services show that digitalisation without user readiness can add to the service burden. Hasanah and Assyahri (2024) stress the benefit of digital transformation for cutting bureaucracy, and Candra Efendi and Ningsih (2025) report that nagari digital services face limited infrastructure, low digital literacy among officials, and limited community participation. This study adds an important condition: technology must be adjusted to residents' capacity and function as a supporting tool, not as a replacement for human interaction. This is consistent with Andrizal et al. (2026), who found in Nagari Magek that the partial failure of an online service application stemmed more from non-technical factors, such as limited staff training, very limited socialisation, and low digital literacy, than from the technology itself. Efforts to improve nagari residents' literacy in public administration (Assyahri et al., 2023) are likewise directly relevant.

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Participation and Collaboration as Supports of Satisfaction

Residents' understanding of procedures is related to their involvement in nagari affairs. Latifah et al. (2024) show the importance of community participation in nagari development planning, and Ningsih et al. (2023) link residents' involvement in drafting development plans to the fit between programmes and local needs. Residents who are actively involved tend to understand local bureaucratic procedures better.

The role of migrants as partners within a collaborative governance framework (Indry & Ningsih, 2023) can strengthen support, networks, and resources for the nagari. That role should nevertheless be viewed critically, because not all migrants have interests and capacities aligned with nagari priorities, and excessive dependence risks weakening local self-reliance.

Novelty, Implications, and Limitations

The novelty of this study lies in showing that satisfaction in a nagari government is determined by the interaction of system and people. Improving facilities or training staff in friendliness alone is insufficient without standard procedures and delegation of authority, and vice versa. Practically, the findings point to appointing trained substitute staff, standardising procedural information, regular training, and assistance for residents' administrative and digital literacy. The recommendation to add staff at peak hours and to upgrade waiting-room facilities in an outpatient pharmacy study (Assyahri et al., 2025) points in the same direction as the peak-hour weaknesses found here, although the settings differ.

This study has limitations: it was conducted in a single nagari with a qualitative approach, so the results are not intended for statistical generalisation and do not produce a numerical satisfaction index. Future research could combine quantitative approaches to measure satisfaction levels and compare several nagari.

6. Conclusion

Community satisfaction with public service performance in the Nagari Government of Ladang Laweh is not yet optimal. Services have a positive foundation in tangibles, responsiveness, and empathy, but satisfaction is held back by low reliability and assurance. Reliability is low because service still depends on the presence of particular officials, while assurance is weak because procedural information is not uniform across staff. Apparatus performance shows a commitment to serve but is still affected by hurried attitudes and limited communication, while residents' readiness to understand procedures and use digital services remains limited.

Raising satisfaction requires synergy among three efforts: strengthening apparatus capacity (technical competence and soft skills), strengthening the system (delegation of authority, standard procedures, and uniform information media), and empowering residents through administrative education and assistance with digital services. Future research is advised to measure satisfaction quantitatively and to compare several nagari to test the strength of these findings.

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