

Analysis of Village Apparatus Work Motivation, Service Quality, and Community Satisfaction in Palipi Soreang Village, Banggae District, Majene Regency

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Abstract: This study aims to analyze the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency. The research uses a qualitative approach with a descriptive design. The research informants were selected purposively consisting of the Village Head, Village Secretary, Chairman of BPD, community leaders, youth leaders, heads of farmer groups, heads of farmer groups, and community users of services. Data collection techniques are carried out through in-depth interviews, observations, and documentation. Data analysis uses the Miles, Huberman, and Saldaña interactive model which includes data condensation, data presentation, and conclusion drawing and verification. The results of the study show that the work motivation of the Palipi Soreang Village apparatus is relatively good, which is shown by commitment, responsibility, and work spirit in providing services to the community. The quality of service provided is also considered quite good, especially in the aspects of ease of procedure, responsiveness, and communication between the apparatus and the community. In addition, the majority of the community expressed satisfaction with the services received because the village apparatus was considered friendly, open, and helpful in solving administrative needs. This study found that the work motivation of village officials contributes to the creation of good service quality so that it has an impact on increasing community satisfaction. The findings of the study enriched the study of public sector MSDM, especially in the context of village government.

Keywords: *work motivation, service quality, community satisfaction, village apparatus, public services, human resource management.*

I. INTRODUCTION

1.1. Background

Village government is the spearhead of the implementation of public services because it is the institution that is closest to the community. Through its authority, the village government is responsible for providing various administrative, social, and development services that are directly in contact with the needs of the community. The success of the implementation of public services at the village level is not only determined by the availability of facilities and infrastructure, but also greatly influenced by the quality of human resources who carry out these service tasks. From the perspective of Human Resource Management (HRDM), the work motivation of the apparatus is one of the important factors that can determine the quality of services provided to the community. Apparatus who have high work motivation tend to show better commitment, responsibility, discipline, and

responsiveness in carrying out their duties so that they have the potential to increase public satisfaction with the services received.

Palipi Soreang Village is one of the villages located in Banggae District, Majene Regency, West Sulawesi Province. As the organizer of the village government, the apparatus of Palipi Soreang Village has the responsibility to provide services that are effective, fast, precise, and easily accessible to the community. These services include population administration services, correspondence, social assistance services, community group facilitation, and services that support community economic activities such as farmer and rancher groups. The high demands of the community on the quality of public services require village officials to have strong work motivation in order to be able to provide optimal services and oriented towards community satisfaction.

However, the phenomenon that occurred in the field shows that public services at the village level still face various challenges. Based on initial observations, the community expects faster, friendly, transparent, and responsive service to their needs. In some conditions, complaints were still found related to delays in administrative completion, limited presence of apparatus at certain service times, and differences in public perception regarding the quality of service received. On the other hand, village officials also face various obstacles such as diverse workloads, increasing service demands, and limited available resources. This condition shows that the work motivation of village officials is an important factor to be studied in relation to service quality and community satisfaction.

Theoretically, the relationship between work motivation and service quality has been described in various MSDM theories. The Hierarchy of Needs Theory put forward by Abraham Maslow (1943) explains that individuals whose physiological, security, social, reward, and self-actualization needs are met will have a greater drive to work optimally. Furthermore, the Two-Factor Theory from Frederick Herzberg (1959) states that motivating factors such as achievement, recognition, responsibility, and self-development will increase job satisfaction and encourage better performance. Based on these two theories, village officials who have high work motivation should be able to produce good service quality so as to increase community satisfaction.

However, there is an interesting theoretical gap to study. Motivation theories generally explain that increased work motivation will result in improved performance and service quality. However, in the context of public services at the village level, these relationships do not always take place in a linear manner. Highly motivated apparatus is not necessarily able to produce satisfactory service if there are still limitations in facilities, work systems, regulations, and organizational coordination. On the other hand, services that are considered good by the community are not always fully influenced by the work motivation of the apparatus, but can be influenced by other external factors. Thus, there is still a gap between the theoretical assumptions that place motivation as the main factor in improving service quality and empirical reality that shows that there are various other factors that also affect public satisfaction.

In addition to the theoretical gap, this research is also based on the research gap from previous research. Research conducted by Sutrisno and colleagues (2020) found that work motivation has a positive effect on employee performance in public services. The research shows that employees who have high motivation tend to provide more effective services. Furthermore, research by Rahman (2021) at the sub-district office found that the quality of service affects community satisfaction, especially in the aspects of speed and accuracy of service. Similar results were also found by Pratama (2022) who concluded that employee work motivation contributes to improving the quality of service in local government agencies.

However, these studies still have some limitations. First, most of the research was conducted on local government agencies, sub-district offices, hospitals, and other public organizations, so that it has not specifically examined the condition of village government as the public service unit closest to the community. Second, previous research generally used a quantitative approach with statistical analysis to measure the relationship between variables, so it has not been able to explore in depth the experiences, perceptions, and views of stakeholders regarding the work motivation of the apparatus and the quality of services provided. Third, no research has been found that specifically integrates the perspectives of Village Heads, Village Secretaries, BPD Chairmen, community leaders, youth, and farmer and rancher groups in understanding the relationship between

the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency.

Based on this description, the novelty of this research lies in the use of a qualitative approach to in-depth analyze the relationship between the work motivation of village officials, service quality, and community satisfaction by involving various village stakeholder groups. This research not only focuses on the perspective of village officials as service providers, but also accommodates the perspective of the community as service recipients. In addition, this research was conducted in the context of village government in Majene Regency which is still relatively rarely the object of study in the field of MSDM and public services.

Thus, this research departs from the proposition that the work motivation of village officials has an important role in shaping the quality of public services and community satisfaction. The higher the work motivation of the Palipi Soreang Village apparatus, the better the quality of services provided to the community so that it has the potential to increase community satisfaction with the performance of the village government. Therefore, this research is important to obtain a more comprehensive understanding of the dynamics of village officials' work motivation, service quality, and community satisfaction in the context of the implementation of village government in Palipi Soreang Village, Banggae District, Majene Regency

1.2. Problem Formulation

Based on the background of the research that has been described, quality public services are one of the indicators of the success of the implementation of village government. From the perspective of Human Resource Management (HRM), the work motivation of village officials is believed to have an important role in encouraging improvement in service quality which ultimately has an impact on community satisfaction. However, the phenomenon that occurred in Palipi Soreang Village shows that there are still various different perceptions and experiences related to the quality of services provided by village officials. Therefore, an in-depth study is needed to understand the relationship between the work motivation of the apparatus, the quality of service, and community satisfaction in the context of village government.

Based on these problems, the formulation of the problem in this study is:

1. What is the motivation of the work of the apparatus of Palipi Soreang Village, Banggae District, Majene Regency in carrying out services to the community?
2. What is the quality of service provided by the apparatus of Palipi Soreang Village, Banggae District, Majene Regency to the community?
3. What is the level of community satisfaction with the services provided by the apparatus of Palipi Soreang Village, Banggae District, Majene Regency?
4. What is the relationship between the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency?

Because this study uses a qualitative approach, the main focus of the research is not to test the influence statistically, but to understand in depth how the work motivation of village officials is reflected in the implementation of public services and how the community interprets the quality of services received so as to form their level of satisfaction with village government services.

1.3. Objectives of PKM

Based on the formulation of the problem that has been presented, the purpose of this research is to gain a deep understanding of the work motivation of village officials, service quality, and community satisfaction in the implementation of public services in Palipi Soreang Village, Banggae District, Majene Regency. Specifically, the objectives of this study are as follows:

1. To analyze the work motivation of the apparatus of Palipi Soreang Village, Banggae District, Majene Regency in carrying out services to the community.
2. To analyze the quality of services provided by the apparatus of Palipi Soreang Village, Banggae District, Majene Regency to the community.

3. To analyze the level of community satisfaction with the services provided by the apparatus of Palipi Soreang Village, Banggae District, Majene Regency.
4. To analyze the relationship between the work motivation of village officials, service quality, and community satisfaction in the implementation of public services in Palipi Soreang Village, Banggae District, Majene Regency.

Through the achievement of these goals, this research is expected to provide a comprehensive picture of the condition of the human resources of village officials in providing services to the community, as well as being an input material for the village government in an effort to improve the quality of public services and community satisfaction in a sustainable manner. In addition, the results of this study are expected to enrich the study of Human Resource Management, especially related to the work motivation of apparatus in public sector organizations at the village government level.

1.4. Benefits of PKM

Research on the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency is expected to provide benefits both academically and practically. The benefits of this research are as follows:

1. Benefits for the Development of Science and Research

This research is expected to contribute to the development of science, especially in the field of Human Resource Management (HRM) and public administration related to the work motivation of apparatus, service quality, and community satisfaction. The results of this study can enrich academic references regarding the implementation of work motivation theory in the context of village government as a public organization that interacts directly with the community.

In addition, this research is expected to be a reference material for future researchers who have an interest in the study of human resources in the public sector, public services, and village governance. The findings of this study can also be the basis for the development of further research with different approaches, locations, and variables so that they can expand understanding of the factors that affect the quality of service and community satisfaction at the village level.

2. Benefits for Palipi Soreang Village and the Community

For the Palipi Soreang Village Government, the results of this research are expected to be evaluation and input in an effort to increase the work motivation of village officials so that they are able to provide more effective, responsive, and community-oriented services. The findings of this research can also be used as a basis for policy formulation, village apparatus development, and the development of strategies for improving the quality of public services in a sustainable manner.

For the people of Palipi Soreang Village, this research is expected to provide benefits through improving the quality of services provided by the village government. With information about the perception and level of community satisfaction with the services received, the village government can better understand the needs and expectations of the community so that the public services provided become faster, precise, transparent, and in accordance with the needs of the residents. In the end, this condition is expected to increase public trust in the implementation of village government and strengthen the partnership relationship between the village government and the community in supporting better village development.

II. RESEARCH METHODS

2.1 Research Design

This study uses a qualitative approach with a descriptive research design. The qualitative approach was chosen because the research aims to understand in depth the phenomenon of work motivation of village officials, service quality, and community satisfaction based on the experiences, perceptions, and views of informants involved in the implementation and acceptance of public services. Through this approach, researchers can gain a

comprehensive understanding of the relationship between the work motivation of village officials and the quality of service and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency.

Qualitative research allows the exploration of social realities that occur in the context of public services at the village level so that it produces more in-depth findings than just measuring the relationship between variables statistically. Thus, this study seeks to fully describe the phenomenon that occurs based on facts and empirical conditions in the field

2.2. Research Location and Time

This research was carried out at the Palipi Soreang Village Office, Banggae District, Majene Regency, West Sulawesi Province. The location was chosen because the village is a government unit that interacts directly with the community in the implementation of public services, the second is Palipi Soreang Village which is a village that is classified as reachable by researchers so it is relevant to examine the work motivation of village officials, service quality, and community satisfaction.

The research is planned to last for ± 3 months, from March to June, which includes the preparation stage, data collection, data analysis, and preparation of research reports.

2.3. Research Focus

The focus of this research is directed to three main aspects that are the object of the study, namely:

1. Work Motivation of Village Apparatus

Observed indicators include:

- Responsibilities at work.
- The work spirit of the apparatus.
- Commitment to community service.
- Initiative in completing the work.
- Willingness to improve service performance.

2. Service Quality

Refers to the dimension of service quality which includes:

- Physical evidence (*tangibles*).
- Reliability.
- Responsiveness.
- Assurance.
- Empathy.

3. Community Satisfaction

Observed indicators include:

- Ease of obtaining services.
- Speed of service.
- Accuracy of service.
- Friendliness of the apparatus.
- Satisfaction with the overall service.
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2.4. Research Informant

The informants in this study were selected using the purposive sampling technique, which is the deliberate selection of informants based on the consideration that they have knowledge, experience, and direct involvement in the phenomenon being studied. This technique is used to obtain in-depth information about the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency.

The main informants in this study consist of the Head of Palipi Soreang Village and the Secretary of Palipi Soreang Village because both have a strategic role in the management of human resources of village officials and the implementation of services to the community. In addition, this research also involves the

Chairman of the Village Consultative Body (BPD) as a representative of institutions that have a supervisory function over the implementation of village government and public services.

To obtain a broader community perspective, this research involves several elements of society who are considered to understand the conditions of services in the village, namely community leaders, youth leaders, heads of farmer groups, and heads of farmer groups. The group's involvement aims to obtain information about the community's experience, assessment, and expectations of the quality of services provided by village officials. In addition, this research also involves several service users who have received administrative services and other public services at the Palipi Soreang Village Office in recent times. The presence of the service user community as informants is important to explore the level of community satisfaction based on their direct experience.

The number of informants in this study was not determined rigidly from the beginning, but was adjusted to the needs of the research and the principle of data saturation or data saturation. The data collection process will be stopped if the information obtained from the informant has shown the same pattern, no significant new information has been found, and has been able to answer all research focuses comprehensively. Thus, the selection of informants in this study is expected to produce rich, in-depth data, and be able to fully describe the relationship between the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency.

2.5. Data Collection Techniques

Data collection is carried out through the following techniques:

a. *In-depth Interview*

Interviews were conducted in a semi-structured manner with all research informants to obtain information related to the work motivation of village officials, service quality, and community satisfaction.

b. Observations

Observations were carried out directly on service activities at the Palipi Soreang Village Office, including interactions between village officials and the community who received services.

c. Documentation

Documentation is used to obtain supporting data in the form of village profiles, organizational structures, service reports, administrative archives, photos of activities, and other documents relevant to the research.

2.6. Data Analysis Techniques

This study uses the Miles, Huberman, and Saldaña (2014) Interactive Analysis Model which consists of three main stages:

1. Data Condensation

The data from interviews, observations, and documentation were selected, focused, simplified, and categorized based on the research theme.

2. Data Display

The data that has been categorized is presented in the form of narratives, matrices, tables, and charts to facilitate the interpretation process.

3. Conclusion *Drawing and Verification*

The researcher interprets the data that has been presented to obtain research findings, then verifies repeatedly to ensure the consistency and validity of the research results.

2.7. Data Validity Test

To ensure the credibility of the research results, the following data validity test techniques are used:

a. Source Triangulation

Comparing information obtained from Village Heads, Village Secretaries, BPD Chairmen, community leaders, youth leaders, farmer groups, farmer groups, and service user communities.

b. Technical Triangulation

Compare the results of interviews, observations, and documentation of the same phenomenon.

c. Member Check

The results of the interview and data interpretation are confirmed back to the informant to ensure the suitability of the information obtained.

2.8. Research Ethics

This research was carried out by paying attention to the ethical principles of research, namely:

1. Obtain approval from the informant before the interview process is carried out.
2. Maintain the confidentiality of the identity of the informant.
3. Use data for academic purposes only.
4. Convey research results objectively in accordance with the facts found in the field.

III. LITERATURE REVIEW

A literature review is a section that explains the theoretical foundation and results of previous research that are relevant to the research focus. In scientific articles, a literature review serves as a conceptual basis to understand the phenomenon being studied as well as showing the position of the research against previous studies. This research focuses on the relationship between the work motivation of village officials, service quality, and community satisfaction in the context of public services at the village government level. Therefore, the discussion of the literature review is directed to the main theories related to the three variables as well as the results of previous research that support the development of the conceptual framework of the research. Through this theoretical and empirical study, this research is expected to be able to provide a more comprehensive understanding of the importance of apparatus work motivation in improving the quality of service and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency

1. Work Motivation

The concept of work motivation was first developed systematically by Abraham Maslow (1943) through *the Hierarchy of Needs Theory*. Maslow explained that individuals are driven to work because of needs that must be met, ranging from physiological needs to self-actualization. In the context of village government, the work motivation of the apparatus is an important factor that encourages work morale, responsibility, and commitment in providing services to the community. This theory is relevant to research because it is used to understand the internal motivation of the Palipi Soreang Village apparatus in carrying out public service duties.

2. Herzberg's Two-Factor Theory

Frederick Herzberg (1959) proposed the *Two-Factor Theory* which distinguishes motivating factors and hygiene factors. Motivating factors such as achievement, recognition, responsibility, and opportunities to develop can increase employee work motivation. Meanwhile, the hygiene factor is related to working conditions and organizational policies. In this study, Herzberg's theory helps explain how the work motivation of village officials can affect the quality of services provided to the community.

3. Expectancy Theory

Victor Vroom (1964) explained that a person will be motivated if he believes that the effort made will produce good performance and provide valuable results for him. In the context of village services, officials who have the belief that good performance will receive awards or recognition tend to show higher quality of service. This theory strengthens the understanding of the relationship between work motivation and the service behavior of village officials.

4. Quality of Service

The concept of service quality refers to the SERVQUAL model developed by Parasuraman, Valarie Zeithaml, and Leonard Berry (1988). This model explains that service quality can be measured through five dimensions, namely

tangibles, reliability, responsiveness, assurance, and empathy. This theory is the main basis for analyzing the quality of services provided by the Palipi Soreang Village apparatus to the community.

5. Community Satisfaction

The concept of customer satisfaction or service users is explained by Philip Kotler and Kevin Lane Keller (2016) who state that satisfaction is a person's feelings after comparing the performance received with his expectations. In public services, community satisfaction arises when the services received meet or exceed community expectations. This theory is relevant to explain the community's perception of the services provided by village officials.

6. The Relationship between Work Motivation and Service Quality

Research by Shahzadi et al. (2014) shows that work motivation has a positive relationship with employee performance. Highly motivated employees tend to work more effectively and provide better service. These findings support the assumption that the work motivation of village officials contributes to improving the quality of public services in Palipi Soreang Village.

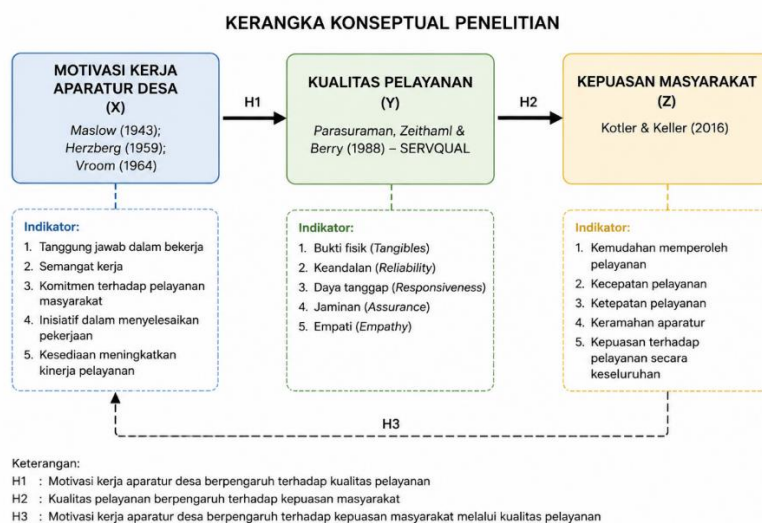
7. The Relationship between Service Quality and Community Satisfaction

Research by Cronin and Taylor (1992) found that service quality is the main determinant of service user satisfaction. The better the quality of services provided, the higher the level of satisfaction felt by the community. These findings are a theoretical basis in explaining the relationship between the quality of village apparatus services and community satisfaction.

8. Research Conceptual Framework

Based on previous theories and research, this study departs from the assumption that the work motivation of village officials plays a role in shaping the quality of public services provided to the community. The quality of good service will then affect the level of community satisfaction with the performance of the village government. Thus, this study focuses on the relationship between the work motivation of village officials, service quality, and community satisfaction in the context of the implementation of public services in Palipi Soreang Village, Banggae District, Majene Regency.

3.2. Conceptual Framework



IV. RESULTS AND DISCUSSION

4.1. Research Results

This study aims to analyze the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency. The research data was obtained through in-depth interviews with the Village Head, Village Secretary, Chairman of BPD, community leaders, youth leaders, heads of farmer groups, heads of farmer groups, and community users of services. In addition, data was also obtained through direct observation of service activities at the Palipi Soreang Village Office and documentation in the form of village profiles, organizational structures, service archives, and other administrative documents.

4.1.1. Work Motivation of Village Apparatus

Based on the results of interviews conducted with various informants, information was obtained that the work motivation of the Palipi Soreang Village apparatus in general was considered quite good in carrying out service duties to the community. The Village Head revealed that village officials are always directed to provide services that prioritize the interests of the community and solve every administrative need in accordance with applicable regulations. According to him, good service is part of the responsibility of the apparatus as public servants.

The Village Secretary said that the village apparatus tried to carry out their duties optimally even though they sometimes faced various technical and administrative obstacles. He explained that each village apparatus has a clear division of tasks so that services to the community can continue to run well.

The Chairman of BPD assessed that most of the village apparatus showed a good commitment in carrying out work. According to him, village officials are quite active in helping people who need administrative services and information related to village programs. However, he hopes that there will be an increase in the capacity of the apparatus so that services can be more professional.

Almost the same view was conveyed by community leaders. According to them, village officials generally have the will to serve the community and are quite open in receiving input from residents. Youth leaders also assessed that village officials showed a cooperative attitude when the community needed help or information related to village services.

The chairman of farmer groups and breeder groups revealed that village officials are quite responsive in helping their group's administrative needs, especially those related to government assistance programs and community empowerment activities. According to them, the communication between village officials and community groups has been going quite well.

The results of the observation show that the village apparatus is active in serving the community who come to the village office and trying to provide explanations about the necessary service procedures. The documentation of service activities also shows the involvement of village officials in various government and community service activities.

4.1.2. Quality of Service

The results of the interviews showed that the community gave a fairly positive assessment of the quality of services provided by the Palipi Soreang Village apparatus. Most of the informants stated that the service procedures were relatively easy to understand and not convoluted. The community also admitted to obtaining clear information about the administrative requirements that must be met.

Community leaders revealed that the services provided by village officials have been enough to help the community in taking care of various administrative documents. According to him, village officials try to provide fast service according to their abilities and existing conditions.

The youth leader assessed that the village apparatus had a friendly attitude and was able to establish good communication with the community. He also said that the community can easily consult regarding administrative needs and information about village activities.

The chairman of farmer groups and breeder groups stated that village officials are quite responsive when the community needs supporting documents for group activities and government assistance programs. They assessed that the coordination between village officials and community groups was going well.

However, some service users revealed that in certain conditions the service takes longer, especially when the village apparatus is participating in activities outside the office. However, the community understands that this condition is part of the implementation of village government duties that must also be carried out.

The results of the observation show that the village office has provided adequate basic service facilities to support service activities to the community. In addition, the results of the documentation show that there are various well-organized service and administrative archives as part of efforts to support the quality of public services.

4.1.3. Community Satisfaction

Based on the results of the interview, most of the people stated that they were satisfied with the services provided by the Palipi Soreang Village apparatus. This satisfaction is mainly related to the attitude of the apparatus who are considered friendly, easy to meet, and willing to help the community in solving various administrative needs.

Community leaders said that the relationship between the village government and the community has been running quite well so that people feel comfortable when taking care of various needs at the village office. According to him, village officials are quite open in providing information and explanations to the community.

Youth leaders assessed that the services provided had met the expectations of the community, especially in terms of ease of obtaining information and access to village services. He also said that the community feels more appreciated when village officials provide services with a polite and communicative attitude.

The heads of farmer groups and breeder groups revealed that they felt helped by the services provided by the village government, especially in supporting various group activities and administrative needs related to government programs.

Meanwhile, several service users expressed their hope that services in the future can be carried out faster and utilize digital technology to simplify the administrative process. However, in general, they consider that the services provided by the Palipi Soreang Village apparatus are quite satisfactory.

The results of observation and documentation also show that there is a good relationship between village officials and the community. The interaction that is established during the service process takes place in a communicative manner and shows the village government's efforts in meeting the needs of the community through public services that are oriented towards community satisfaction.

4.2. Discussion

The results of the study show that the work motivation of the Palipi Soreang Village apparatus has an important role in the implementation of public services. The spirit of work, responsibility, and commitment of the apparatus in serving the community are factors that support the effective implementation of services. These findings are in line with the motivation theory put forward by Maslow (1943) which explains that individuals who have the drive to meet the need for self-actualization tend to show better performance at their jobs. In addition, Herzberg's theory (1959) also explains that responsibility and recognition of work are factors that can increase a person's work motivation.

This study also found that the quality of service in Palipi Soreang Village is quite good. This can be seen from the ease of service procedures, the responsive attitude of village officials, and the ability of the apparatus to provide information to the community. This finding is in accordance with the concept of SERVQUAL developed by Parasuraman, Zeithaml, and Berry (1988), especially in the dimensions of responsiveness, assurance, and empathy that are seen in the interaction between village officials and the community. However, there are still several obstacles related to limited service time and the availability of apparatus when attending activities outside the office.

In terms of community satisfaction, the results of the study show that most people are satisfied with the services received. This satisfaction arises because the services provided have met the expectations of the community, especially in the aspects of hospitality, ease of access, and clarity of service information. These findings support the theory of Kotler and Keller (2016) which states that satisfaction is the result of a comparison between expectations and service performance received by service users.

Overall, this study shows that good work motivation of village officials contributes to improving service quality, which ultimately has an impact on increasing community satisfaction. Thus, efforts to increase the work motivation of the apparatus through coaching, performance awards, and human resource capacity development need to continue to be carried out to support the implementation of better quality public services in Palipi Soreang Village, Banggae District, Majene Regency.

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the research on **the work motivation of village officials, service quality, and community satisfaction in Palipi Soreang Village, Banggae District, Majene Regency**, several conclusions can be drawn as follows:

1. **The work motivation of the Palipi Soreang Village apparatus is relatively good in supporting the implementation of services to the community.** The results of the interviews show that village officials have the commitment, responsibility, and willingness to provide services that are in accordance with the needs of the community. The motivation for work is reflected in the willingness of the apparatus to help the community complete various administrative matters and provide the information needed. These findings are in line with the motivation theory put forward by Maslow (1943) and Herzberg (1959) which explains that internal drive and a sense of responsibility for work can increase an individual's morale in achieving organizational goals.
2. **The quality of service provided by the Palipi Soreang Village apparatus is considered quite good by the community.** This can be seen from the ease of service procedures, responsive attitude of the apparatus, good communication with the community, and the ability of the apparatus to provide information related to public services. Although there are still some obstacles related to service time in certain conditions, in general the public considers that the services provided have met the expected service standards. These findings support the concept of service quality developed by Parasuraman, Zeithaml, and Berry (1988) which emphasizes the importance of reliability, responsiveness, assurance, empathy, and physical evidence in creating quality services.
3. **The level of community satisfaction with the government services of Palipi Soreang Village is in the satisfactory category.** The community is satisfied with the attitude of the apparatus who are friendly, open, easy to contact, and willing to help solve various administrative needs. Community satisfaction is also influenced by the ease of obtaining services and the clarity of information provided by village officials. The results of this study support the theory of Kotler and Keller (2016) which states that satisfaction arises when the services received meet or exceed the expectations of service users.
4. **The work motivation of village officials is closely related to the quality of service and community satisfaction.** The better the work motivation of the village apparatus, the better the quality of services provided to the community so that it has an impact on increasing community satisfaction with village government services. This research shows that work motivation not only functions as an internal factor of the apparatus, but also becomes the foundation in building public services that are responsive and oriented to the needs of the community. Thus, increasing the work motivation of village officials needs to be the attention of the village government as part of the strategy to improve the quality of public services.
5. **Research Novelty**
The novelty of this research lies in the approach used in examining the relationship between the work motivation of village officials, service quality, and community satisfaction through the perspective of various village stakeholders. In contrast to previous research which generally uses a quantitative approach and

focuses on the apparatus as the object of research, this study uses a qualitative approach by involving Village Heads, Village Secretaries, BPD Chairmen, community leaders, youth leaders, farmer groups, farmer groups, and service user communities as the main source of information.

In addition, this study found that in the context of village government, the work motivation of the apparatus is not only influenced by individual factors as described in the classical motivation theory, but is also influenced by the social closeness between the apparatus and the community served. This social closeness encourages the emergence of a sense of moral responsibility and commitment to service that are characteristic of public services at the village level. These findings enrich the study of public sector human resources, especially in understanding how the work motivation of village officials can shape the quality of service and community satisfaction in the context of village government in rural areas.

5.2. Suggestions

Based on the results of the research and the conclusions that have been obtained, some suggestions that can be given are as follows:

1. The Palipi Soreang Village Government needs to continue to increase the work motivation of village officials through coaching, training, and giving appreciation for the performance of the apparatus. These efforts are important to maintain work morale, increase a sense of responsibility, and strengthen the commitment of the apparatus in providing services to the community. Increasing work motivation is expected to be able to create a more professional, productive, and public service-oriented work culture.
2. The Palipi Soreang Village Government needs to strengthen the quality of service through increasing the competence of the apparatus and improving the administrative service system. This step can be done by clarifying service operational standards, improving the communication skills of the apparatus, and optimizing the use of information technology in the service process. Thus, the services provided can be faster, more transparent, and more efficient in accordance with the expectations of the community.
3. The village government needs to establish a mechanism for evaluating community satisfaction on a regular basis as part of efforts to improve sustainable public services. Evaluation can be carried out through simple surveys, suggestion boxes, village deliberation forums, or direct dialogue with the community. Through this mechanism, the village government can find out the various needs, expectations, and complaints of the community so that it can be used as a basis for making policies to improve service quality.
4. For the next researcher, it is recommended to develop this research by adding other variables related to Human Resource Management and public services, such as apparatus competence, work discipline, village head leadership, organizational culture, or the use of digital technology in village services. In addition, research can be conducted in several villages at once with a comparative approach or using mixed *methods* so that a broader understanding of the factors that affect service quality and community satisfaction at the village government level can be obtained.

By implementing these various suggestions, it is hoped that the work motivation of the Palipi Soreang Village apparatus can increase, the quality of public services will be better, and community satisfaction with the implementation of village government can be maintained in a sustainable manner.

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