

The Impact of Service Quality and Employee Performance on Community Satisfaction: A Case Study in Serang Village

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ABSTRACT

In the context of village governance, human resource management plays a crucial role in ensuring that officials provide optimal public services to achieve organizational goals effectively so that this research analyzes the influence of service quality and employee performance on community satisfaction in Serang Village, Salawu District, Tasikmalaya Regency. By implementing a quantitative method, data were obtained from 103 respondents via a purposive sampling technique with structured questionnaires and processed using the SPSS program. The findings indicate that service quality and employee performance partially exert a positive and significant influence on community satisfaction.

Keywords: Community Satisfaction, Employee Performance, Service Quality

ABSTRAK

Dalam konteks pemerintahan desa, manajemen sumber daya manusia memegang peran krusial untuk memastikan aparatur mampu memberikan pelayanan publik secara optimal demi mencapai tujuan organisasi secara efektif sehingga penelitian ini menganalisis pengaruh kualitas pelayanan dan kinerja pegawai terhadap kepuasan masyarakat di Desa Serang, Kecamatan Salawu, Kabupaten Tasikmalaya. Dengan menerapkan metode kuantitatif, data diperoleh dari 103 responden melalui teknik purposive sampling menggunakan kuesioner terstruktur dan diolah menggunakan program SPSS. Hasil pengujian menunjukkan bahwa kualitas pelayanan dan kinerja pegawai secara parsial berpengaruh positif dan signifikan terhadap kepuasan masyarakat.

Kata kunci: Kualitas Pelayanan, Kinerja Pegawai, Kepuasan Masyarakat

INTRODUCTION

High-quality public services are a fundamental instrument for village governments in carrying out their functions as the frontline of (Handayani et al., 2025). The quality of service provided reflects the performance of the apparatus in fulfilling the basic rights of the community, where the success of an autonomous region is often measured by the extent to which the community feels well-served (Darmayadi et al., 2023). This makes community satisfaction a vital indicator for evaluating the effectiveness of policies and the implementation of work programs at the village level.

The main task of the village government is to build a democratic life, provide optimal social services, and create a prosperous, harmonious, and just society (Saidin et al., 2024). The urgency of the research in Serang Village, Tasikmalaya, is based on the dynamic needs of the community, which now evaluates services and employee performance holistically. Community satisfaction greatly depends on the quality of the available service system and the performance of individual employees in carrying out their duties (Hidayat, 2025). The conditions on the ground, particularly in Serang Village, show that the community pays great attention to how the village officials behave while serving. Based on initial observations, community satisfaction is not only influenced by the completion of administrative matters but also by the quality of service and overall performance of village staff. This shows that the actual behavior of officials in the field is one of the main determining factors that shape the trust and satisfaction of residents toward the village government.

The urgency of this research is not only driven by field phenomena but also based on the inconsistency of results (research gap), where according to Mastuti et al. (2025) and Sukmarini et al. (2023), service quality has a positive and significant effect on community satisfaction, while according to Darmayadi et al. (2023), service quality does not have a positive and significant effect. Furthermore, Jonh et al. (2023) and Romadhona & Sumardjo (2022) state that employee performance has a significant effect, while Arsuni (2025) and Mastuti et al. (2025) found insignificant results. To maximize organizational goals, employees must successfully execute their duties. Employee performance is considered successful when the organization they work for shows continuous development (Sutrisno et al., 2022). These dynamics provide an opportunity to re-analyze the contributions of service quality and employee performance within the context of village governance. Furthermore, while previous studies have predominantly focused on the limited scope of village office administration, this research takes a more holistic approach by examining the overall impact of each variable at the community level. Therefore, there is clear room to explore in more depth how service quality and individual employee performance contribute to strengthening that satisfaction when evaluated from a broader and more holistic perspective. This provides a novel space for this research to fill the gap in the literature regarding the extent of the influence of human resource management on determining community satisfaction in rural areas. The primary objective of this study is to analyze and empirically demonstrate the partial effects of service quality and employee performance on community satisfaction in Serang Village. The findings are expected to offer theoretical contributions to the Human Resource Management (HRM) literature in the public

sector, as well as serve as practical recommendations for village officials to enhance the quality of public services.

THEORETICAL BACKGROUND

Human Resource Management (HRM) is a field that studies the roles and relationships of people within organizations to achieve goals effectively (Hasibuan, 2019). In the context of village governance, Human Resource Management (HRM) plays an important role in ensuring that officials can provide public services optimally. Therefore, HRM serves as the foundation for analyzing the relationship between service quality, employee performance, and community satisfaction.

2.1. Service Quality

Service quality is the activity of helping or providing the needs of others through direct interaction (Putra et al., 2025). According to Budiman (2022), service quality is achieved when the expectations of the community are met through the provision of appropriate services. If applied at the village level, this quality is reflected in the ability of the village government to provide services that meet the expectations of the community. The service quality variable is measured through indicators of physical evidence, reliability, responsiveness, assurance, and empathy.

2.2. Employee Performance

Performance is the result or achievement of someone's work measured through aspects of quantity and quality according to the responsibilities given (Anjasmari & Nor'aini, 2023). More specifically, performance is defined as a record of results obtained from a job function or specific activity within a set period (Ningrum & Ningsih, 2021). Employee performance variables are measured through indicators of work quality, work quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal impact (Ningrum & Ningsih, 2021).

2.3 Community Satisfaction

Community satisfaction is the level of feeling that arises after someone compares expectations with the reality of the services received directly (Karim et al., 2020). Community satisfaction is measured through indicators such as procedural systems, service duration, cost transparency, output quality, officer professionalism, and facility adequacy (Karim et al., 2020). In the public sector, these indicators cannot be evaluated partially within the confines of administrative desks; rather, they must be assessed based on the community's broader everyday experience. When village officials consistently practice professionalism and provide adequate facilities throughout the neighborhood, public trust strengthens, ultimately maximizing overall community satisfaction.

2.4 Conceptual Framework and Hypothesis

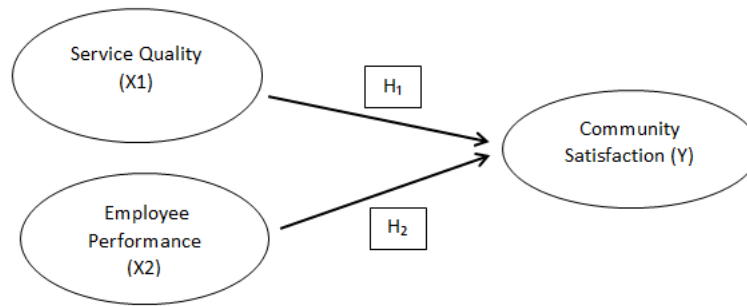


Figure 1. Conceptual Framework

Source : Processed Data (2026)

This framework illustrates that Service Quality (X1) and Employee Performance (X2) are key factors that influence Community Satisfaction (Y). High-quality service and optimal work performance from village officials are expected to meet public expectations, thereby increasing overall satisfaction. Based on this logic, the hypotheses proposed are:

H₁: Service Quality affects Community Satisfaction in Serang Village.

H₂: Employee Performance affects Community Satisfaction in Serang Village.

RESEARCH METHODS

This research applies a quantitative approach to analyze the extent to which service quality and employee performance impact community satisfaction in Serang Village. The use of this method aims to produce an objective evaluation through statistical testing of the relationships between variables (Sugiyono, 2021). The research population includes all residents of Serang Village, Tasikmalaya Regency, totaling 4,005 people based on the latest data obtained from the official profile of Serang Village. The sampling technique used was purposive sampling, focused on residents aged over 17 years, who are users of village services and willing to be respondents. In this study, the initial sample target was 100 people. However, the researchers successfully gathered valid data from 103 respondents to strengthen the accuracy of the research results.

The process of collecting primary data is carried out through a combination of online and offline methods to reach respondents more broadly and representatively. Online, the questionnaire was distributed via Google Forms, while offline, the researchers conducted door-to-door visits. Primary data in the research were collected from April to May 2026. All data were collected using a five-point Likert Scale (Sugiyono, 2021).

To process all the gathered data, the researcher utilized the SPSS statistical software package. Validation of the research instrument was conducted at the initial stage through validity and reliability testing. To ensure that the regression model satisfied all required mathematical criteria, classical assumption evaluations including heteroscedasticity, multicollinearity, and normality tests were subsequently applied. Furthermore, multiple linear regression analysis was deployed to map the specific effects of the independent variables. The researcher used the F-test as a measure of model fitness to validate the technical suitability of the resulting

regression framework for this study. To determine how much employee performance and service quality contribute to fluctuations in community satisfaction levels, the coefficient of determination was also calculated. Ultimately, hypothesis testing was executed via partial t-tests at a 0.05 significance threshold to measure the individual significance of each variable independently (Ghozali, 2018).

RESULT AND DISCUSSION

4.1. Respondent characteristics

Table 1. Characteristics of Respondents

No	Characteristics		Amount
1	Gender	Male	32
		Female	71
2	Age	17-30	51
		31-40	19
		>40	33
3	Work	Formal Sector	22
		Informal Sector	21
		Other	60
4	Educational Background	Elementary	33
		School- Middle	
		School	
		High School	54
		Bachelors's Degree	13
		Other	3

Source: Primary Data (2026)

Referring to the detailed metrics in Table 1, the profile of the 103 respondents in this study represents a heterogeneous composition of backgrounds. The majority of the respondents were women, totaling 71 individuals, while men numbered 32, indicating that women dominated this research. In terms of age, the group of respondents is dominated by the productive age group between 17 and 30 years old, with 51 people, followed by the age group above 40 years old with 33 people, and the age group between 31 and 40 years old with 19 people. This dominance of the younger age group reflects that the assessment of service quality is largely provided by a generation that is more critical of public service standards.

In terms of job type, the majority of respondents fall into the "Others" category, totaling 60 people, which includes backgrounds such as housewives and students, while the formal sector contributes 22 people and the informal sector 21 people. In terms of educational background, the sample is heavily dominated by high school graduates, accounting for 54 individuals.

Meanwhile, those with an elementary to middle school education constitute the second-largest group with 33 people, followed by bachelor's degree holders totaling 13 people. The education level, predominantly held by upper secondary graduates, indicates that the respondents possess adequate literacy capacity to provide an objective and rational assessment of the research variables being tested.

4.2 Validity Test

Table 2. Validity Test

Variable	R-calculate	R-table	Status
Service Quality (X1)	0.630 – 0.910	0.193	Valid
Employee Performance (X2)	0.716 – 0.879	0.193	Valid
Community Satisfaction (Y)	0.521 – 0.854	0.193	Valid

Source: Processed Data (2026)

A validity test is a critical statistical procedure used to evaluate the accuracy and quality of a research instrument. It determines whether the developed questionnaire statements successfully measure the specific variables they are intended to investigate. In quantitative research, an instrument is considered valid if the statements can precisely capture the empirical facts of the measured concepts, ensuring that the collected data is robust and free from systematic bias. Based on the validity test conducted on 103 respondents with an R-table value of 0.193, all questionnaire items in this study are declared valid. The Service Quality X1 variable shows an R-calculate value ranging from 0.630 to 0.910, the Employee Performance X2 variable ranges from 0.716 to 0.879, and the Community Satisfaction Y variable ranges from 0.521 to 0.854. Since all R-calculate values for each variable are strictly greater than the R-table threshold (0.193), the research instrument is proven to be accurate and highly suitable for further data analysis.

4.3 Reliability Test

Table 3. Reliability Test

Variable	Cronbach's Alpha	Critical Value	Status
Service Quality (X1)	0.936	0.70	Highly Reliable
Employee Performance (X2)	0.952	0.70	Highly Reliable
Community Satisfaction (Y)	0.935	0.70	Highly Reliable

Source: Processed Data (2026)

A reliability test is an essential statistical measure used to evaluate the internal consistency and stability of a research instrument. It gauges the degree to which the questionnaire statements yield consistent and dependable results when administered repeatedly under similar conditions. In quantitative analysis, a high level of reliability ensures that the research instrument is free from random error, thereby guarantees that the collected data can be trusted for drawing scientific conclusions. As presented in Table 3, the reliability test results demonstrate that the research instrument possesses excellent internal consistency. The Cronbach's Alpha values for Service Quality X1, Employee Performance X2, and Community Satisfaction Y are 0.936, 0.952, and 0.935, respectively. Since all calculated Cronbach's Alpha coefficients strictly exceed the critical value threshold of 0.70, all variables are declared highly reliable. This indicates that the questionnaire is stable and consistent for further statistical evaluation.

4.4 Classical Assumption Test

Normality Test

Table 4. Normality Test

One-Sample Kolmogorov-Smirnov Test				Unstandardiz ed Residual
N				103
Normal Parameters ^{a,b}	Mean			.0000000
	Std. Deviation			3.31934512
Most Extreme Differences	Absolute			.059
	Positive			.049
	Negative			-.059
Test Statistic				.059
Asymp. Sig. (2-tailed) ^c				.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.			.496
	99% Confidence Interval	Lower Bound		.483
		Upper Bound		.508

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS Data Processing Results (2026)

The normality test in this research was conducted to verify if the residual values within the regression model followed a normal distribution. Based on the empirical results of the One-Sample Kolmogorov-Smirnov test, the Sig. (2-tailed) value reached 0.200. Given that this statistical metric exceeds the 0.05 threshold ($0.200 > 0.05$), it is established that the residual data are normally distributed. This indicates that the empirical data collected from the respondents mirrors a balanced and normal distribution, making it viable for regression testing.

Multicollinearity Test

Tabel 5. Multicollinearity Test

		Coefficients ^a					Collinearity Statistics	
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Tolerance	VIF
1	(Constant)	2.123	1.653		1.284	.202		
	X1	.259	.097	.225	2.666	.009	.209	4.779
	X2	.675	.080	.717	8.492	<.001	.209	4.779

a. Dependent Variable: Y

Source: SPSS Data Processing Results (2026)

As presented in the table above, the multicollinearity evaluation in this study demonstrated a Tolerance value of 0.209 and a VIF value of 4.779 for both Service Quality (X1) and Employee Performance (X2). These empirical results confirm the absence of multicollinearity issues among the independent variables, given that the calculated Tolerance exceeds the 0.10 threshold and the corresponding VIF remains well below the standard limit of 10.

Heteroscedasticity Test

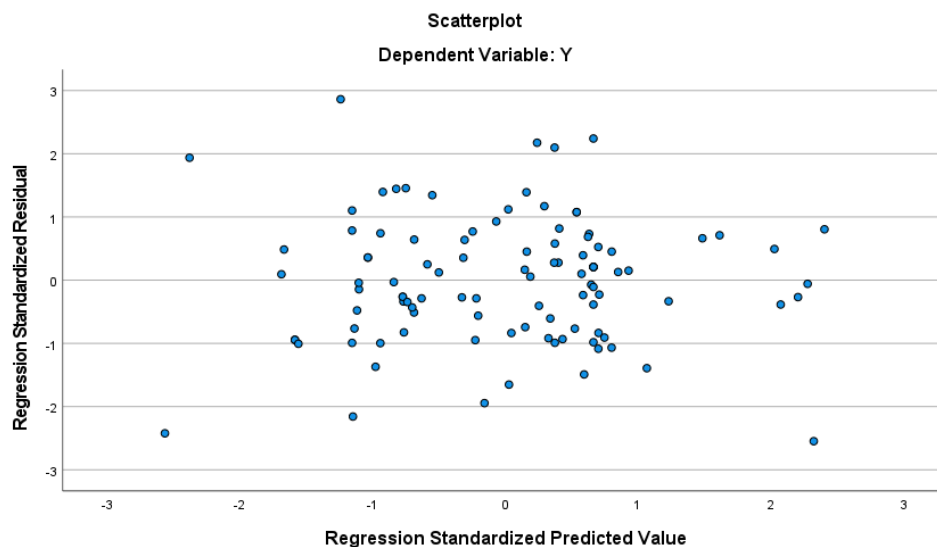


Figure 2. Heteroscedasticity Test (Scatterplot)

Source: SPSS Data Processing Results (2026)

As illustrated in the figure above, the heteroscedasticity evaluation utilizing scatterplot analysis demonstrates that the data points are randomly scattered both above and below the zero mark on the Y-axis. Furthermore, the distribution does not exhibit any distinct or structured geometric patterns. These empirical findings confirm that the regression model successfully satisfies the homoscedasticity assumption and is entirely free from heteroscedasticity.

4.5 Multiple Linier Regression Equation

Table 6. Multiple Linier Regression Equation

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.123	1.653		1.284
	X1	.259	.097	.225	2.666
	X2	.675	.080	.717	<.001

a. Dependent Variable: Y

Source: SPSS Data Processing Results (2026)

The multiple linear regression equation is defined as $Y = 2.123 + 0.259X1 + 0.675X2$. Both independent variables show positive regression coefficients, indicating a direct relationship where improvements in Service Quality and Employee Performance lead to increased Community Satisfaction. Notably, Employee Performance (X2) exerts a stronger influence on the outcome compared to Service Quality (X1), as evidenced by its higher coefficient value.

4.6 F-test

Table 7. F-Test

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	6418.262	2	3209.131	285.550
	Residual	1123.841	100	11.238	
	Total	7542.104	102		

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results (2026)

The F-test results show an F-value of 285.550 with a significance level of < 0.001 . As the significance value is below 0.05, it is confirmed that Service Quality (X1) and Employee Performance (X2) collectively have a significant impact on Community Satisfaction (Y)

4.7 Coefficient of Determination test

Table 8. Coefficient of Determination test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.851	.848	3.3523742

a. Predictors: (Constant), X2, X1

Source: SPSS Data Processing Results (2026)

The analysis of the coefficient of determination revealed an R Square value of 0.851. This statistical outcome demonstrates that Service Quality (X1) and Employee Performance (X2) accounts for 85.1% of the variance in Community Satisfaction (Y). The minor balance of 14.9% is attributable to alternative variables that were not integrated into the current empirical model.

4.8 T-test (hypothesis test)

According to the partial statistical analysis, Service Quality (X1) registered a t-value of 2.666 with a significance level of 0.009, while Employee Performance (X2) exhibited a t-value of 8.492 with a significance of < 0.001 . Because the significance metrics for both predictors fall below the 0.05 threshold, the evaluation demonstrates that each variable exerts a positive and significant partial effect on Community Satisfaction.

The results of the t-test in this study prove that Service Quality (X1) partially has a positive and significant effect on Community Satisfaction, with a t-value of 2.666 and a significance value of 0.009 (< 0.05). These findings are in line with the research of Mastuti et al. (2025) and Sukmarini et al. (2023), while also providing empirical evidence that differs from the findings of (Darmayadi et al., 2023). Based on these results, the overall optimization of public service delivery and genuine civic attentiveness demonstrated by the village apparatus have proven capable of successfully meeting the expectations of the residents in Serang Village.

In the context of village governance, the significant impact of service quality indicates that public service fulfillment is evaluated holistically by the community, extending far beyond the physical confines of the village office. While basic administrative availability forms the foundation, the residents of Serang Village place a much higher valuation on the continuous responsiveness and empathy demonstrated by the apparatus in their daily lives. When village officials display active responsiveness in addressing community needs and show genuine empathy toward community challenges out in the field, it successfully bridges the gap between public expectations and actual service quality.

H₁: Service Quality affects Community Satisfaction in Serang Village : H₁ accepted

Meanwhile, Employee Performance (X2) has been proven to have a very strong positive and significant partial effect on Community satisfaction, as evidenced by a t-value of 8.492 and a significance value of < 0.001 . These findings reinforce the results of Jonh et al. (2023) and Romadhona & Sumardjo (2022), but contradict the results of Arsuni (2025) and Mastuti et al., (2025). This statistical confirmation emphasizes that the comprehensive service execution and functional dedication demonstrated by the village apparatus in the field act as the primary catalysts driving public contentment in Serang Village.

Furthermore, the exceptionally high t-value for employee performance underlines that the holistic capability of the apparatus is the ultimate core determinant of community satisfaction in rural areas. In Serang Village, the community evaluates employee performance not merely through office-bound duties, but through their overall conduct and execution of responsibilities

in the field. High professionalism, paired with an ethical interpersonal attitude in daily social interactions, effectively minimizes public complaints and delays. Consequently, the superior and holistic performance of individual employees acts as the primary catalyst that powerfully elevates community satisfaction within the village.

H₂: Employee Performance affects Community Satisfaction in Serang Village : H₂ accepted

Theoretically, these findings contribute to the Human Resource Management (HRM) literature by confirming that holistic public sector studies must evaluate both service and employee outputs. This research reinforces the concept that community satisfaction in rural governance is dynamically shaped by the balanced combination of all service quality indicators and the comprehensive work performance of the village apparatus. Therefore, this study successfully bridges the empirical gap and provides a stronger, integrated reference for future public sector performance evaluations in rural areas.

CONCLUSION

In structural terms, this study draws two primary conclusions based on the partial hypothesis testing. First, Service Quality is empirically proven to exert a positive and significant impact on Community Satisfaction in Serang Village, implying that systematic improvements in public service delivery directly elevate civic contentment. Second, Employee Performance is concurrently found to have a robust, positive, and significant impact on Community Satisfaction. These outcomes demonstrate that instead of focusing on isolated traits, fulfilling overall operational capabilities and workplace responsiveness among village apparatus serves as the ultimate determinant in meeting public expectations.

However, this research has limitations because the observation focus was only conducted in one location with a sample size of 103 respondents, so the results may not be widely generalizable to other areas. Therefore, the village government is advised to continue maintaining service quality standards and to periodically optimize the performance of village officials. For future researchers, it is recommended to expand the research locus, increase the sample size, or include other relevant variables, such as bureaucratic accountability, budget transparency, and the utilization of e-goverment systems, to provide a more comprehensive picture of public service development at the rural level.

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