

The Capacity Gap of Village Apparatus in Public Service Delivery and Its Impact on Public Satisfaction

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Abstract.

Public service is one of the primary functions of village government, which plays a role in meeting the administrative and service needs of the community. However, the quality of public services at the village level still faces various challenges, particularly related to the capacity gap of village officials in carrying out their duties and functions. This study aims to examine the capacity gap of village officials in providing public services and its impact on public satisfaction through a Systematic Literature Review (SLR) approach. The research data were obtained from 10 relevant scientific articles published in the period 2018–2025. The analysis process was carried out descriptively and qualitatively by identifying, grouping, and synthesizing the main findings from various studies related to the capacity of village officials, the quality of public services, and public satisfaction. The results of the study indicate that the capacity of village officials still faces various limitations in the aspects of knowledge, skills, competencies, education levels, utilization of information technology, and professionalism in providing services. This capacity gap impacts the quality of public services, particularly in aspects of speed, accuracy, effectiveness, and responsiveness of services. In addition, good quality public services have been shown to contribute to increasing public satisfaction, while less than optimal services tend to decrease the level of public satisfaction with the village government. Therefore, enhancing the capacity of village officials through education, ongoing training, competency building, and digitalization of services is a crucial strategy for improving the quality of public services and public satisfaction. This research contributes to enriching the study of village official capacity and provides a basis for consideration by the government in formulating human resource development policies at the village level.

Keywords: Village apparatus capacity, public services, service quality, community satisfaction and systematic literature review.

I. INTRODUCTION

Public service is one of the main functions of government which aims to fulfill the basic needs of society and ensure the fulfillment of citizens' rights.[1]In the context of village governance, public services play a strategic role because villages are the government units closest to the community. Since the enactment of Law Number 6 of 2014 concerning Villages, village governments have gained broader authority in managing governance, development, community development, and community empowerment.[2]This increase in authority requires village officials to have adequate capacity to carry out their duties and functions, particularly in providing public services that are effective, efficient, transparent, and responsive to the needs of the community.[3].

The capacity of village officials covers various aspects, including technical competence, administrative skills, communication skills, use of information technology, understanding of regulations, and managerial skills in managing public services.[4]Village officials with high capacity tend to be able to provide faster, more accurate, and higher-quality services, thereby increasing public satisfaction. Conversely, limited capacity among village officials can hinder the service process, lead to bureaucratic inefficiencies, and reduce public trust in the village government.[5].

Various studies have shown that there are still capacity gaps among village officials across Indonesia. These gaps can be caused by differences in education levels, work experience, access to training, availability of supporting facilities and infrastructure, and the ability to adapt to digital technology developments. In some villages, officials have been able to implement electronic service systems that facilitate public access to administrative services. However, in other villages, service delivery practices are still carried out manually due to limited human resources and adequate supporting facilities. This situation

indicates a disparity in the capacity of village officials, which has the potential to impact the quality of public services provided to the community.[6].

The quality of public services is one of the main determinants of public satisfaction. Service quality theory explains that public satisfaction is formed when the service received meets or exceeds expectations.[7]In the context of village services, the public expects services to be easy, fast, accurate, friendly, and transparent. When village officials lack the capacity to meet these expectations, the public tends to be dissatisfied with the services provided.[8]Conversely, competent and professional officials are able to create a positive service experience, thereby increasing public satisfaction and trust in the village government.

Although the relationship between village apparatus capacity, public service quality, and community satisfaction has been extensively studied, the results of existing studies still show varying findings. Research conducted by(Rumeon et al., 2025)found that increasing the capacity of village officials had a significant impact on the quality of service and public satisfaction. However, the research[10]Research shows that factors such as village head leadership, infrastructure availability, organizational culture, and community participation also contribute to the success of public service delivery. The variety of research results suggests the need for a more comprehensive study to identify consistent relationship patterns and factors influencing capacity gaps among village officials in public service delivery.

Based on these conditions, a systematic literature review is needed that can integrate various research findings related to the capacity gaps of village officials in public service delivery and their impact on public satisfaction. This research is expected to provide a comprehensive overview of the forms of capacity gaps among village officials, their causal factors, their impact on service quality and public satisfaction, and strategic recommendations for improving the capacity of village officials in delivering quality public services.

Thus, the purpose of this study is to systematically analyze various research findings regarding the capacity gaps among village officials in public service delivery, identify the factors influencing these gaps, and explain their impact on public satisfaction. The results of this study are expected to serve as a basis for the government, academics, and other stakeholders in formulating policies and strategies to strengthen the capacity of village officials to improve the quality of public services and community welfare.

II. METHOD

This study uses the Systematic Literature Review (SLR) method to identify, examine, and synthesize various research results related to the capacity gaps of village officials in the provision of public services and their impact on community satisfaction.[11]The SLR method was chosen because it allows researchers to gain a comprehensive understanding of the study's development, empirical findings, and existing research gaps in the topic. Furthermore, this approach can produce a more systematic and objective synthesis of knowledge than a conventional literature review.

The literature search process was conducted through several scientific databases, namely Google Scholar, Garuda, Scopus, and Crossref. The article search used a combination of keywords relevant to the research topic, such as "village apparatus capacity," "village apparatus competence," "village public services," "public service quality," "community satisfaction," "village apparatus capacity," "public service delivery," and "community satisfaction." The search was conducted systematically to obtain articles that were directly related to the research focus.[12].

The obtained articles were then selected based on predetermined inclusion and exclusion criteria. Inclusion criteria included scientific articles discussing the capacity of village officials, village public services, and community satisfaction, published in indexed national or international journals, available in full-text form, and published between 2015 and 2025. Meanwhile, articles that were not directly related to village officials and public services, were not available in full-text form, or were non-scientific documents such as opinion pieces and editorials were excluded from the analysis process.

Data obtained from selected articles were then analyzed using a descriptive-qualitative approach. The analysis was conducted by identifying and grouping research findings based on key themes, such as the

forms of capacity gaps among village officials, factors influencing official capacity, obstacles in public service delivery, and their impact on public satisfaction. Furthermore, the results of various studies were compared and synthesized to identify patterns, similarities, and differences in findings that emerged across various research contexts.

The results were synthesized narratively by integrating various relevant research findings to produce a more comprehensive picture of the relationship between village apparatus capacity and the quality of public services. This approach is expected to provide a deeper understanding of the causes of the capacity gap among village apparatus, its impact on community satisfaction, and various strategies that can be implemented to improve the quality of public services at the village level.

III. RESULTS AND DISCUSSION

No	Writer	Year	Article Title	Method	Key Findings
1	Everistus Rikardus, et al.	2018	<i>Improving the Capacity of Village Officials in Managing Village Funds for Sustainable Development in Merauke Regency</i> Writer	Descriptive Quantitative	The capacity of village officials is still low in terms of knowledge, skills and village government management, so ongoing training and mentoring are needed.[13].
2	Diana Hertati, Nurhadi, & Indira Arundirasari	2022	<i>Utilization of Village Information Systems to Increase the Capacity of Village Apparatus</i>	Qualitative	The use of village information systems can increase the capacity of the apparatus in administration, transparency, and service to the community.[14].
3	Eko Wicaksono & Samsul Maulana Ilyas	2022	<i>Analysis of Village Apparatus Performance in Providing Public Services</i>	Qualitative Case Study	The performance of village officials is influenced by competence, skills and work abilities which have a direct impact on the quality of public services.[15].
4	Mohamat Riski Rosandy & Isnaini Rodiyah	2022	<i>Village Apparatus Performance in Population Administration Services in Village</i>	Descriptive Qualitative	The performance of village officials in population administration services is determined by responsiveness, responsibility and effectiveness of services.[16].
5	Andri Wahyudi	2022	<i>Performance of Village Government Apparatus in Implementing Public Services to the Community</i>	Qualitative	The level of education of civil servants influences their ability to provide optimal public services and satisfy the community.[17].
6	Dhevrans Erlangga	2025	<i>Innovation and Effectiveness of Public Service Management in Realizing Responsive and Public Satisfaction-Oriented Government</i>	Qualitative Descriptive	Quality public services require professional, responsive personnel who are able to meet the needs of the community.[18].
7	Luthfia Rizki Amalia	2023	<i>Analysis of Public Satisfaction with the Performance of Village Officials in Public Services at the Girirejo Village Office, Ngablak District, Magelang Regency</i>	Descriptive Quantitative	Public satisfaction is influenced by the quality of services provided by village officials, especially aspects of speed, friendliness and accuracy of service.[19].
8	Reynilda	2024	<i>The Effect of Public Service Quality, Village Apparatus Communication and Village</i>	Associative Quantitative	Quality of service, communication between officials and work

			<i>Apparatus Work Discipline on Community Satisfaction</i>	tive	discipline have a positive influence on community satisfaction as users of village public services.[20].
9	Zuchri Abdussamad, Arifin Tahir, & I Kadek Satria Arsana	2021	<i>Analysis of Public Satisfaction Levels in Public Services (Case Study in North Gorontalo)</i>	Mixed Methods	The level of public satisfaction increases when the quality of public services experiences continuous improvement.[21]
10	Sitti Aminah & Hari Prasetyo Sutanto	2018	<i>Analysis of Village Government Apparatus Capacity Level(capacity development focus)</i>	Descriptive	Shows that the capacity of village officials is the main factor in the success of governance, development and community services.[22].

Based on a review of ten articles discussing village apparatus capacity, public services, and public satisfaction, it was found that village apparatus capacity is a crucial factor in determining the success of public service delivery at the village level. This capacity encompasses aspects of knowledge, skills, technical competence, administrative skills, information technology utilization, and the ability to respond to community needs.

Research results indicate that there are still gaps in the capacity of village officials across various regions. Research conducted by Rikardus et al. found that the capacity of village officials remains relatively low, particularly in terms of knowledge, skills, and ability to manage village government. This condition results in suboptimal service delivery, necessitating ongoing training and mentoring to improve the ability of village officials to carry out their duties (Rikardus et al., 2025). These findings indicate that the quality of human resources remains a major challenge in achieving effective and efficient public services.

In addition to individual competencies, the use of information technology is also a crucial factor in increasing the capacity of village officials. Hertati et al. (2022) explain that the use of the Village Information System can improve officials' administrative management capabilities, accelerate service processes, and increase transparency in village governance. The use of this technology not only simplifies the work of officials but also provides easier access for the public to various public services. Thus, digital transformation can be a strategy to reduce the capacity gap among village officials.

This study also shows that the competence and work ability of village officials are closely related to the quality of public services. Research by Wicaksono and Ilyas (2022) found that village officials' performance is influenced by their competence, skills, and work abilities. Officials with good competence tend to be able to provide services that are faster, more accurate, and more tailored to community needs. Similar findings were also found by Rosandy and Rodiyah (2023), who stated that the quality of population administration services is influenced by the level of responsiveness, responsibility, and effectiveness of village officials. This suggests that increasing the capacity of officials is not only oriented towards increasing knowledge, but also towards strengthening professional attitudes and the ability to provide responsive services.

Education has also been found to play a role in improving the quality of public services. Wahyudi (2022) explains that the education level of village officials influences their ability to understand regulations, manage administration, and provide services to the public. Officials with better education tend to be more adaptable to policy changes and technological developments, enabling them to provide more optimal services. Therefore, capacity development of village officials needs to be supported by improvements in the quality of education and training relevant to public service needs.

Furthermore, Erlangga's (2025) research shows that quality public services require professional, innovative, and responsive officials to community needs. Professionalism is crucial because today's society demands not only fast service but also transparent, accountable, and user-oriented service delivery. These findings

indicate that the capacity of village officials is not only related to technical skills but also includes the ability to innovate in addressing various public service challenges.

The study also showed that the quality of public services has a strong relationship with public satisfaction. Research by Amalia et al. (2023) found that public satisfaction is influenced by the quality of services provided by village officials, particularly in terms of speed, friendliness, and accuracy. Residents tend to be satisfied when the service they receive meets their expectations. Conversely, slow, unfriendly, and inaccurate service can reduce public satisfaction with the village government.

These findings are reinforced by research by Reynilda (2025), which shows that the quality of public services, communication among village officials, and work discipline have a positive influence on public satisfaction. Good communication between officials and the public can increase public trust in the village government, while strong work discipline can create more consistent and professional service delivery. Therefore, increasing the capacity of village officials needs to be accompanied by strengthening communication and service ethics.

Furthermore, Abdussamad et al. (2021) found that public satisfaction levels will increase if the quality of public services continues to improve on an ongoing basis. This finding demonstrates that public satisfaction is a crucial indicator in assessing the success of public service delivery. Therefore, continuous evaluation and improvement of services are necessary to ensure that services provided remain aligned with public needs and expectations.

Overall, the results of this study indicate that the capacity of village officials is a major factor influencing the quality of public services and public satisfaction. The findings of Aminah and Sutanto (2018) emphasize that the capacity of village officials is a crucial element in the success of governance, development, and public services. Low capacity among officials can lead to ineffective services, while increasing capacity through education, training, mentoring, and the use of information technology can improve service quality and public satisfaction.

Based on the synthesis of all articles, it can be concluded that the capacity gap among village officials remains a challenge in the provision of public services. This gap is evident in differences in competency, education level, technological capabilities, and professionalism among village officials. The impact of this gap is the emergence of variations in service quality, which ultimately affects public satisfaction levels. Therefore, efforts to increase the capacity of village officials through competency development, ongoing training, service digitalization, and strengthening a professional work culture are important strategies for improving the quality of public services and achieving public satisfaction.

IV. CONCLUSION

Based on a literature review of ten articles discussing village apparatus capacity, public services, and public satisfaction, it can be concluded that village apparatus capacity is a key factor in determining the quality of public service delivery. This capacity encompasses aspects of knowledge, skills, education level, administrative ability, use of information technology, responsiveness, professionalism, and communication skills in serving the public.

The study results show that there are still capacity gaps among village officials due to differences in human resource competency, education level, access to training, and ability to adapt to technological developments. This gap impacts the quality of public services provided, including speed, accuracy, effectiveness, and transparency.

Furthermore, all the research reviewed shows that the quality of public services is closely related to public satisfaction. The better the capacity of village officials to carry out their duties and provide services, the higher the level of public satisfaction with the services they receive. Conversely, limited capacity of officials can lead to suboptimal services, thus reducing public satisfaction.

Therefore, increasing the capacity of village officials needs to be a priority in efforts to improve the quality of public services. Strategies include ongoing training and mentoring, enhancing the competence and professionalism of officials, strengthening work discipline, and optimizing the use of information technology in public services. By strengthening the capacity of village officials, it is hoped that public services will be

more effective, efficient, responsive, and oriented towards community needs, thereby increasing public satisfaction and supporting good village governance.

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