

The Impact of Professionalism and Public Service on Community Satisfaction in Tadui Village, Mamuju Sub-district

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Abstract

Purpose: This study examines the individual and joint relationships between apparatus professionalism, public service quality, and community satisfaction in Tadui Village, Mamuju District, Indonesia.

Research Method: A quantitative explanatory approach was employed involving 97 respondents selected through proportional allocation across eight hamlets and purposive sampling based on eligibility criteria. Data were collected using structured questionnaires with a five-point Likert scale and analyzed through validity and reliability tests, multiple linear regression, t-tests, F-tests, and the coefficient of determination.

Results and Discussion: Apparatus professionalism ($\beta = 0.243$; $p = 0.011$) and public service quality ($\beta = 0.432$; $p < 0.001$) were positively and significantly associated with community satisfaction. Both variables jointly explained 33.8% of the variation in community satisfaction ($F = 23.967$; $p < 0.001$), with service quality demonstrating a stronger standardized association.

Implications: Village governments should strengthen employee competence, accountability, service responsiveness, and administrative facilities to improve public service delivery.

Originality: This study integrates apparatus professionalism and public service quality within a village-level empirical framework while incorporating Islamic ethical principles of trustworthiness and justice as a normative foundation.

Keywords: *Apparatus Professionalism; Community Satisfaction; Islamic Work Ethics; Public Service Quality; Village Governance.*

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INTRODUCTION

Public service delivery is a fundamental responsibility of government institutions, including village administrations, in meeting community needs and ensuring public satisfaction. Indonesia's Law No. 25 of 2009 defines public services as activities intended to fulfill citizens' needs for goods, services, and administrative assistance in accordance with

applicable regulations (JDIH Kemenkeu, 2021). Effective public services require professional personnel who demonstrate competence, discipline, accountability, and responsiveness. From an Islamic perspective, these responsibilities align with the principles of trustworthiness (*amanah*) and justice emphasized in Surah An-Nisa (4:58), as well as the importance of responsible work highlighted in Surah At-Tawbah (9:105). Nevertheless, inadequate professionalism and inconsistent service quality remain potential challenges to achieving community satisfaction, particularly at the village government level.

Previous studies have emphasized the importance of professionalism and service quality in improving public satisfaction. Indri and Hayat (2023) described public services as government activities intended to fulfill community needs, while Mendapo (2021) highlighted the importance of regulatory compliance in service delivery. Furthermore, Adiwidjaja et al. (2023) and Diotiharta et al. (2023) identified reliability, responsiveness, assurance, empathy, and tangible facilities as essential dimensions of service quality. These dimensions influence citizens' perceptions of government performance and their satisfaction with public services.

Recent institutional evaluations have also demonstrated the relevance of community satisfaction as an indicator of public service effectiveness. The Indonesian Ombudsman's 2025 Community Satisfaction Survey reported a satisfaction index of 3.44 (86.12) based on 808 respondents, indicating a good service performance category (Ombudsman RI, 2025). However, these findings concern the Ombudsman's complaint-handling services and cannot directly represent service performance at the village level. Therefore, context-specific evaluations are necessary to understand the determinants of community satisfaction within village administrations.

Despite these contributions, the relationship between apparatus professionalism, service quality, and community satisfaction requires further empirical examination in village-level governance. Existing studies cited above provide conceptual foundations for understanding public service delivery but do not establish how these two factors jointly relate to community satisfaction in Tadui Village, Mamuju District. Preliminary observations and interviews in Tadui Village identified several service-related concerns, including limited employee discipline, administrative delays, inadequate responsiveness, insufficient facilities, and inconsistent interpersonal service. These conditions suggest a potential discrepancy between expected service standards and actual service delivery.

This study addresses this gap by examining two research questions: (1) How does village apparatus professionalism influence community satisfaction? and (2) How does service quality influence community satisfaction, both individually and jointly with apparatus professionalism? Accordingly, the study aims to analyze the effects of apparatus professionalism and service quality on community satisfaction in Tadui Village, Mamuju District. The study's proposed novelty lies in integrating these two determinants within a village-level empirical framework while incorporating Islamic ethical principles of trustworthiness, justice, and responsibility as a normative foundation for understanding professionalism. The findings are expected to provide practical insights for strengthening village administration and improving public service delivery.

The remainder of this paper is organized as follows. Section 2 presents the research methodology, including the research design, data collection, and analytical procedures. Section 3 reports the empirical findings, followed by their discussion in Section 4. Finally,

Section 5 presents the conclusions, practical implications, and recommendations for future research.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resource Management

Human Resource Management (HRM) refers to the systematic process of planning, organizing, developing, and managing human resources to achieve organizational objectives effectively and efficiently (Purwanto et al., 2024). Syaifullah (2022) emphasizes that HRM encompasses employee recruitment, development, performance evaluation, and organizational integration. Within village governance, effective HRM is essential for developing competent, disciplined, and accountable personnel capable of delivering quality public services. Furthermore, human resource development supports employees' adaptability to administrative and technological changes, thereby strengthening organizational performance and public service delivery (Purwanto et al., 2024).

In this study, HRM provides the organizational foundation for understanding how employee professionalism contributes to service delivery and community satisfaction. Professional human resources are expected to demonstrate technical competence, ethical responsibility, and commitment to meeting community needs.

Apparatus Professionalism

Professionalism reflects employees' competence, responsibility, discipline, integrity, and commitment to performing their duties according to established standards. Tamsah et al. (2021) associate professionalism with accountability, accuracy, and consistent adherence to organizational regulations. Similarly, Hikmah (2023) emphasizes that professional employees demonstrate expertise, reliability, and the ability to complete tasks efficiently, while Purwanto et al. (2024) highlight the importance of knowledge, skills, and organizational commitment.

In village administration, apparatus professionalism can be evaluated through three principal dimensions: work competence, discipline and regulatory compliance, and responsibility and integrity (Yasin, 2023; Sari, 2023). These dimensions determine how effectively village officials perform administrative duties and respond to community needs. Tamrin et al. (2021) further suggest that professional development is influenced by individual commitment, organizational culture, working conditions, and technological adaptability.

From an Islamic ethical perspective, professionalism is also associated with amanah (trustworthiness), justice, and accountability, as reflected in Surah An-Nisa (4:58) and Surah At-Tawbah (9:105). These principles provide a normative foundation for responsible public administration. Accordingly, greater apparatus professionalism is expected to strengthen public trust and improve community satisfaction.

Public Service Quality

Public service quality refers to the extent to which government services meet established standards and citizens' expectations. Adiwidjaja et al. (2023) explain that service quality reflects the reliability, responsiveness, and effectiveness of public service delivery. Ardelia and Yuadi (2023) further emphasize transparency, accessibility, and consistency as important determinants of service performance. In public administration, service quality can

be assessed through five dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Hardiyansyah, 2011). Reliability concerns the accuracy and consistency of service delivery; responsiveness reflects the willingness to address citizens' needs promptly; assurance involves competence and trustworthiness; empathy represents individual attention; and tangibles refer to the availability and adequacy of physical facilities.

Previous research indicates that transparent procedures, accessible information, and adequate administrative facilities contribute to service effectiveness (Haeruddin, 2021; Ardelia & Yuadi, 2023). In village governance, these dimensions are particularly relevant because residents frequently interact directly with government officials when accessing administrative services. Therefore, higher perceived service quality is expected to be associated with greater community satisfaction.

Community Satisfaction

Community satisfaction represents citizens' evaluations of public services based on the extent to which their experiences meet their expectations. Kotler et al. (2021) conceptualize satisfaction as an evaluative response arising from comparisons between perceived performance and prior expectations. Within Indonesian public administration, Ministerial Regulation No. 14 of 2017 establishes community satisfaction surveys as instruments for evaluating service performance. Riyanto and Qomaryati (2021) emphasize that community satisfaction depends on service consistency, fairness, accessibility, and responsiveness to citizens' needs. Accordingly, satisfaction is influenced not only by service outcomes but also by administrative procedures and employees' interpersonal behavior.

In this study, community satisfaction is evaluated through four dimensions: clarity of service requirements and procedures, conformity between services and expectations, employee competence and behavior, and complaint management (Sari et al., 2023). These dimensions provide a basis for examining how apparatus professionalism and public service quality relate to community satisfaction in Tadui Village.

Previous Studies and Research Gap

Previous empirical studies have demonstrated relationships between service quality, government employee characteristics, and community satisfaction. Putri et al. (2025) reported a significant relationship between service quality and community satisfaction in Bangbayang Village, Majalengka. Similarly, Lumaya et al. (2024) found that service quality and village government leadership positively influenced community satisfaction in Didiri Village, Poso. Saefullah (2022) identified significant effects of employee discipline and public service quality on community satisfaction, while Fajar and Maria Th (2026) reported comparable findings regarding discipline and service quality.

Other studies have focused on professionalism rather than community satisfaction directly. Tamsah et al. (2021) examined professionalism in relation to employee discipline and competence, while Yasin (2023) identified competence, discipline, and integrity as important characteristics of professional village officials. Although these studies contribute to understanding employee performance, their findings do not directly establish the joint relationship between apparatus professionalism, public service quality, and community satisfaction in Tadui Village.

The reviewed literature indicates that service quality has frequently been examined alongside employee discipline or leadership, whereas the broader construct of apparatus

professionalism has received comparatively less attention in the studies considered here. Furthermore, existing findings may not fully reflect the administrative characteristics and service challenges of Tadui Village, Mamuju District. This study addresses this contextual and empirical gap by examining apparatus professionalism and public service quality simultaneously as predictors of community satisfaction. It also incorporates Islamic ethical principles as a normative perspective for interpreting professional responsibility in village administration.

Theoretical Framework and Hypothesis Development

The proposed research framework integrates human resource management, apparatus professionalism, public service quality, and the expectation–performance perspective of satisfaction. HRM provides the organizational foundation for developing employee competence and accountability, while the expectation–performance perspective explains how citizens evaluate their service experiences. Within this framework, apparatus professionalism and public service quality are treated as independent variables, whereas community satisfaction represents the dependent variable.

Apparatus Professionalism and Community Satisfaction

Professional employees are expected to provide more reliable, timely, and accountable administrative services. Tamsah et al. (2021) emphasize the importance of employee competence and discipline in strengthening professionalism, while Yasin (2023) identifies integrity and responsibility as essential characteristics of village officials. These attributes may enhance citizens' perceptions of government performance and improve satisfaction. Thus, apparatus professionalism is expected to have a positive relationship with community satisfaction.

Public Service Quality and Community Satisfaction

Service quality represents a central determinant of citizens' evaluations of government performance. Putri et al. (2025) demonstrated a significant relationship between service quality and community satisfaction, while Lumaya et al. (2024) and Saefullah (2022) reported similar findings in village administration. Building on these studies, improvements in reliability, responsiveness, assurance, empathy, and physical facilities are expected to increase community satisfaction.

Apparatus Professionalism, Public Service Quality, and Community Satisfaction

Although professionalism and service quality represent distinct organizational dimensions, both may contribute to community satisfaction. Professionalism concerns the competence and ethical conduct of village officials, whereas service quality reflects citizens' perceptions of service delivery. Previous studies examining combinations of employee discipline, leadership, and service quality provide empirical support for investigating these organizational factors jointly (Saefullah, 2022; Lumaya et al., 2024). Accordingly, this study proposes that apparatus professionalism and public service quality jointly explain variation in community satisfaction.

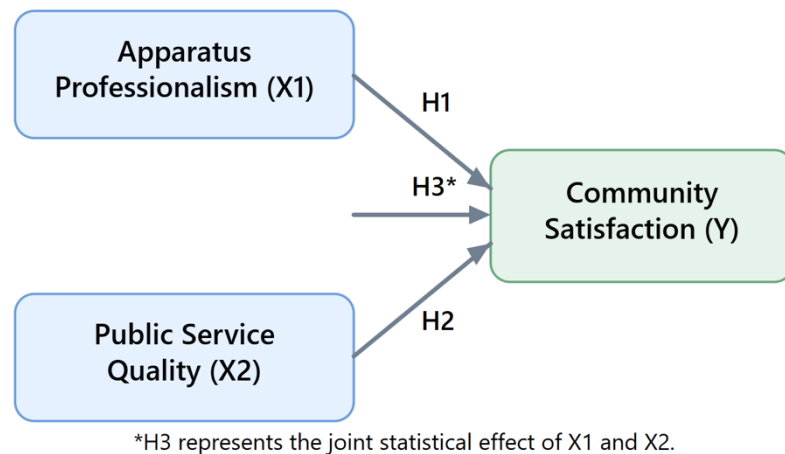


Figure 1. Conceptual Research Framework

H1: Apparatus professionalism has a positive and statistically significant relationship with community satisfaction in Tadui Village, Mamuju District.

H2: Public service quality has a positive and statistically significant relationship with community satisfaction in Tadui Village, Mamuju District.

H3: Apparatus professionalism and public service quality jointly have a statistically significant relationship with community satisfaction in Tadui Village, Mamuju District.

RESEARCH METHODOLOGY

Research Design and Location

This study employed a quantitative research approach with an explanatory design to examine the relationships between apparatus professionalism, public service quality, and community satisfaction. The research was conducted in Tadui Village, Mamuju District, Mamuju Regency, West Sulawesi Province, Indonesia. The location was selected because of its administrative service activities and the need to evaluate public service performance at the village level. The research activities were scheduled from June to September 2026, covering preliminary observations, proposal development, data collection, statistical analysis, and research reporting. The quantitative approach enabled the researchers to assess the individual and joint relationships between apparatus professionalism and public service quality as independent variables and community satisfaction as the dependent variable.

Population and Sampling

The study population comprised residents of Tadui Village who had received administrative or public services from village officials. Based on the available village population records, Tadui Village had 3,710 residents distributed across eight hamlets and 23 neighborhood units (Kecamatan Mamuju, 2021). The sample size was determined using Slovin's formula with a 10% margin of error, resulting in a calculated sample size of approximately 97.38 respondents. The study established a target sample of 97 respondents. The sampling procedure was described as proportionate stratified random sampling, with proportional allocation across the eight hamlets to ensure geographical representation. Respondents were required to meet three eligibility criteria: permanent residence in Tadui Village, a minimum age of 17 years or marital status, and direct experience receiving administrative services from village officials during the preceding year. Eligible respondents

were selected purposively within the allocated hamlet groups. This approach was intended to obtain responses from residents with relevant experience of village public services.

Data Collection and Research Instruments

The study used primary and secondary data. Primary data were collected through structured questionnaires administered to eligible residents who had directly experienced public services in Tadui Village. Secondary data were obtained from village administrative records, population statistics, official regulations, and relevant scientific publications. Direct observation and documentation were also used to provide contextual information regarding employee behavior, administrative procedures, and service facilities.

The questionnaire measured three variables: apparatus professionalism (X1), public service quality (X2), and community satisfaction (Y). Each variable was operationalized using indicators derived from the relevant literature. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Apparatus professionalism was measured through work competence, discipline and regulatory compliance, and responsibility and integrity. Public service quality was assessed using reliability, responsiveness, assurance, empathy, and tangibles. Community satisfaction was evaluated through service requirements and procedures, conformity with expectations, employee competence and behavior, and complaint handling. The variables, measurement indicators, and supporting references are presented in Table 1.

Table 1. Variables and Measurement

Variable	Code	Indicator	Major Reference
Apparatus Professionalism (X1)	AP1	Work competence	Yasin (2023); Sari (2023)
	AP2	Discipline and regulatory compliance	
	AP3	Responsibility and integrity	
Public Service Quality (X2)	SQ1	Reliability	Hardiyansyah (2011); Adiwidjaja et al. (2023)
	SQ2	Responsiveness	
	SQ3	Assurance	
	SQ4	Empathy	
	SQ5	Tangibles	
Community Satisfaction (Y)	CS1	Clarity and suitability of service requirements and procedures	Ministerial Regulation No. 14 of 2017; Sari et al. (2023)
	CS2	Conformity of services with community expectations	

CS3	Employee competence and behavior
CS4	Complaint and feedback handling

Source: Developed by the researchers based on the literature review (2026).

Data Analysis Techniques

The collected data were analyzed using statistical procedures consisting of instrument quality assessment, multiple linear regression analysis, and hypothesis testing. Instrument validity was assessed through item correlation analysis, with questionnaire items considered valid when their calculated correlation coefficients exceeded the critical values at a significance level of 0.05. Internal consistency was evaluated using Cronbach's alpha, with values greater than 0.60 adopted as the minimum reliability criterion (Sugiyono, 2022).

Multiple linear regression analysis was employed to examine the relationships between apparatus professionalism (X1), public service quality (X2), and community satisfaction (Y). Partial relationships were evaluated using t-tests, while the joint statistical significance of the independent variables was assessed using an F-test. The statistical significance threshold was established at 0.05. Additionally, the coefficient of determination (R^2) and adjusted R^2 were used to assess the proportion of variation in community satisfaction explained by the independent variables. The findings were interpreted to evaluate the proposed hypotheses and identify the relative contributions of apparatus professionalism and public service quality to community satisfaction.

RESULTS AND DISCUSSION

This section presents the empirical findings concerning the relationships between apparatus professionalism, public service quality, and community satisfaction in Tadui Village, Mamuju District, Indonesia. Data were obtained from 97 respondents and analyzed using descriptive statistics, instrument validity and reliability tests, multiple linear regression, and hypothesis testing. The findings are presented systematically to address the research objectives.

Descriptive Analysis of Public Service Quality and Community Satisfaction

The descriptive analysis examined respondents' perceptions of public service quality and community satisfaction using a five-point Likert scale. Public service quality was measured through ten questionnaire items representing reliability, responsiveness, assurance, empathy, and tangibles. Community satisfaction was assessed through eight items covering service procedures, fulfillment of expectations, employee competence and behavior, and complaint management.

Table 2. Descriptive Statistics of Public Service Quality and Community Satisfaction

Variable	Indicator	Mean
Public Service Quality (X2)	Reliability (SQ1)	4.20

	Reliability (SQ2)	4.13
	Responsiveness (SQ3)	4.36
	Responsiveness (SQ4)	4.16
	Assurance (SQ5)	3.89
	Assurance (SQ6)	3.80
	Empathy (SQ7)	4.48
	Empathy (SQ8)	4.45
	Tangibles (SQ9)	4.23
	Tangibles (SQ10)	3.82
Overall Public Service Quality	10 items	4.15
Community Satisfaction (Y)	Service requirements (CS1)	4.43
	Service procedures (CS2)	3.91
	Fulfillment of expectations (CS3)	3.70
	Overall satisfaction (CS4)	4.19
	Employee competence (CS5)	4.59
	Employee behavior (CS6)	3.68
	Complaint handling (CS7)	4.21
	Complaint responsiveness (CS8)	4.40
Overall Community Satisfaction	8 items	4.14

Source: Primary data processed by the researchers (2026). Overall means are calculated from the reported item scores.

The results indicate that public service quality received an overall mean score of 4.15, reflecting generally favorable perceptions among respondents. Empathy recorded the highest ratings, particularly officials' willingness to listen patiently to complaints ($M = 4.48$) and provide individualized attention ($M = 4.45$). Meanwhile, assurance regarding document security ($M = 3.80$) and the adequacy of physical service facilities ($M = 3.82$) received comparatively lower scores.

Community satisfaction obtained an overall mean score of 4.14. The highest rating was recorded for employee competence ($M = 4.59$), followed by the clarity of service requirements ($M = 4.43$). Conversely, employee behavior and citizens' comfort during service interactions received the lowest mean score ($M = 3.68$), followed by conformity

between service outcomes and expectations ($M = 3.70$). These findings describe variation in respondents' evaluations across the measured service dimensions.

Instrument Validity and Reliability

Instrument validity was examined using Pearson correlation coefficients, with a critical value of 0.1996 at a significance level of 0.05. All questionnaire items exceeded this threshold. The item correlation coefficients ranged from 0.508 to 0.639 for apparatus professionalism, 0.595 to 0.793 for public service quality, and 0.557 to 0.678 for community satisfaction.

Reliability was evaluated using Cronbach's alpha, with a minimum acceptance criterion of 0.60.

Table 3. Instrument Validity and Reliability Results

Variable	Number of Items	Pearson's r Range	Cronbach's Alpha	Result
Apparatus Professionalism (X1)	6	0.508-0.639	0.796	Acceptable
Public Service Quality (X2)	10	0.595-0.793	0.912	Acceptable
Community Satisfaction (Y)	8	0.557-0.678	0.847	Acceptable

Source: Primary data processed by the researchers (2026).

All 24 questionnaire items met the specified item-correlation criterion. Cronbach's alpha values ranged from 0.796 to 0.912, exceeding the predetermined reliability threshold. These results indicate satisfactory internal consistency for the three measurement scales.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the relationships between apparatus professionalism (X1), public service quality (X2), and community satisfaction (Y). The regression results are summarized in Table 4.

Table 4. Multiple Linear Regression Results

Predictor	B	Std. Error	Beta	t	p-value
Constant	11.983	3.149	—	3.806	Source: Primary data processed by the researchers (2026). Dependent variable: Community Satisfaction (Y).

The estimated regression model was:

$$\backslash [Y = 11.983 + 0.327X_1 + 0.321X_2 + e \backslash]$$

The results demonstrate that apparatus professionalism has a positive and statistically significant regression coefficient ($B = 0.327$, $\beta = 0.243$, $t = 2.607$, $p = 0.011$). Public service quality also demonstrates a positive and statistically significant coefficient ($B = 0.321$, $\beta = 0.432$, $t = 4.634$, $p < 0.001$). The standardized coefficient for public service quality ($\beta = 0.432$) exceeds that of apparatus professionalism ($\beta = 0.243$), indicating a stronger standardized association with community satisfaction in the estimated model.

Hypothesis Testing and Model Performance

Hypothesis testing was performed using partial t-tests and an overall F-test at a 5% significance level. The results are presented in Table 5.

Table 5. Hypothesis Testing Results

Hypothesis	Statistical Test	Test Statistic	p-value	Decision
H1: Apparatus Professionalism → Community Satisfaction	t-test	2.607	0.011	Supported

| H2: Public Service Quality → Community Satisfaction | t-test | 4.634 | Source: Primary data processed by the researchers (2026).

The partial hypothesis tests indicate that apparatus professionalism and public service quality are individually associated with community satisfaction at the 0.05 significance level. Accordingly, H1 and H2 are supported.

The overall regression test produced an F-statistic of 23.967 ($p < 0.001$), indicating that the two independent variables jointly provide a statistically significant explanation of variation in community satisfaction. Thus, H3 is also supported.

Table 6. Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of Estimate
1	0.581	0.338	0.324	4.487

Source: Primary data processed by the researchers (2026).

Explained variation in community satisfaction

R²

33.8%

Unexplained variation

66.2%

Explained by X1 and X2

Not explained by the model

The coefficient of determination ($R^2 = 0.338$) indicates that apparatus professionalism and public service quality jointly explain approximately 33.8% of the observed variation in community satisfaction. The remaining 66.2% represents variation not explained by the two predictors included in the model. The adjusted R^2 of 0.324 indicates that the model explains approximately 32.4% of the variation after adjustment for the number of predictors.

Overall, the empirical findings demonstrate statistically significant positive relationships between apparatus professionalism, public service quality, and community satisfaction in Tadui Village. All three proposed hypotheses were supported by the reported statistical tests.

Apparatus Professionalism and Community Satisfaction

The findings indicate that apparatus professionalism is positively associated with community satisfaction in Tadui Village, Mamuju District ($B = 0.327$, $\beta = 0.243$, $p = 0.011$), supporting H1. This relationship suggests that residents who perceive village officials as

competent, disciplined, responsible, and accountable tend to report higher satisfaction with public services. Professionalism contributes to the service experience by promoting administrative accuracy, timely task completion, and consistent adherence to established procedures. These characteristics are particularly important in village administration, where direct interactions between officials and residents influence public perceptions of government performance.

This finding is consistent with the conceptual arguments of Tamsah et al. (2021), who emphasized the importance of competence and discipline in strengthening employee professionalism, and Yasin (2023), who identified competence, discipline, and integrity as essential characteristics of professional village officials. Although these studies examined professionalism from different perspectives, they support the argument that professional conduct provides an organizational foundation for effective public service delivery. The present study extends this perspective by demonstrating a positive statistical relationship between apparatus professionalism and citizens' satisfaction with village administrative services.

From an Islamic ethical perspective, this relationship can also be understood through the principles of amanah (trustworthiness) and justice emphasized in Surah An-Nisa (4:58). These values underscore the responsibility of public officials to perform their duties fairly, consistently, and with integrity. In village governance, such principles may be reflected in equal treatment, administrative accountability, and responsible service delivery. However, these ethical principles serve as a normative interpretation rather than an independently tested mechanism in the present study. Overall, the findings suggest that strengthening professional competence and ethical responsibility remains important for maintaining positive relationships between village officials and the communities they serve.

Public Service Quality and Community Satisfaction

Public service quality demonstrated a positive relationship with community satisfaction ($B = 0.321$, $\beta = 0.432$, $p < 0.001$), supporting H2. Its standardized regression coefficient was higher than that of apparatus professionalism ($\beta = 0.243$), indicating a stronger standardized association with satisfaction within the estimated model. This finding suggests that residents' evaluations of service delivery are closely related to their overall satisfaction, particularly when services are responsive, reliable, accessible, and attentive to individual needs.

The descriptive findings provide further insight into this relationship. Empathy received the highest evaluations, particularly officials' willingness to listen patiently to complaints ($M = 4.48$) and provide individualized attention ($M = 4.45$). These results suggest that interpersonal interactions constitute a particularly positive aspect of public service delivery in Tadui Village. In contrast, assurance regarding the security of personal documents ($M = 3.80$) and the adequacy of physical facilities ($M = 3.82$) received comparatively lower evaluations. Although both scores remained favorable, these differences indicate opportunities to improve administrative security and service infrastructure.

These findings are consistent with the service quality dimensions discussed by Hardiyansyah (2011), particularly reliability, responsiveness, assurance, empathy, and tangibles. They also correspond with Putri et al. (2025) and Lumaya et al. (2024), who reported positive relationships between service quality and community satisfaction in

village administration. Beyond confirming the relevance of these dimensions, the present findings highlight the importance of balancing interpersonal service quality with adequate administrative facilities and procedural reliability. From an expectation–performance perspective (Kotler et al., 2021), citizens are more likely to report satisfaction when their actual service experiences correspond with their expectations. Therefore, maintaining responsive interactions while addressing comparatively weaker service dimensions may contribute to improving citizens' evaluations of village administration.

Joint Relationship of Apparatus Professionalism and Public Service Quality with Community Satisfaction

The findings demonstrate that apparatus professionalism and public service quality jointly have a statistically significant relationship with community satisfaction ($F = 23.967$, $p < 0.001$), supporting H3. The coefficient of determination ($R^2 = 0.338$) indicates that the two variables collectively explain 33.8% of the variation in community satisfaction, while the remaining 66.2% is not explained by the model. This suggests that professionalism and service quality represent relevant, but not exhaustive, dimensions associated with citizens' evaluations of public services.

Conceptually, apparatus professionalism and public service quality represent complementary aspects of village administration. Professionalism concerns the internal capabilities and responsibilities of public officials, whereas service quality reflects how residents experience the services provided. Competent and accountable officials may support effective administrative processes, but community satisfaction also depends on whether those processes produce accessible, responsive, and satisfactory service experiences. Thus, professionalism and service quality should be considered together when evaluating public service performance. Nevertheless, the present regression analysis does not establish whether service quality mediates the relationship between professionalism and satisfaction.

The findings extend previous studies by examining apparatus professionalism and public service quality simultaneously within a village governance context. Saefullah (2022) and Lumaya et al. (2024) examined service quality alongside employee discipline or government leadership, whereas the present study incorporates a broader professionalism construct encompassing competence, discipline, responsibility, and integrity. This distinction contributes additional empirical evidence concerning organizational characteristics associated with community satisfaction. However, the moderate explanatory power of the model indicates that other factors, potentially including administrative transparency, service accessibility, institutional trust, and citizens' expectations, warrant examination in future studies.

From a practical perspective, the results suggest that the Tadui Village Government should prioritize both employee development and improvements in service delivery. Professional development programs may emphasize administrative competence, discipline, accountability, and ethical conduct. Simultaneously, service improvement initiatives should address document security, physical facilities, procedural consistency, and responsiveness to community needs. Regular community satisfaction assessments could also support the identification of service weaknesses and provide evidence for continuous administrative improvement.

CONCLUSION

This study examined the relationships between apparatus professionalism, public service quality, and community satisfaction in Tadui Village, Mamuju District, Indonesia. Using a quantitative approach involving 97 respondents and multiple linear regression analysis, the study addressed three research questions concerning the individual and joint relationships of apparatus professionalism and public service quality with community satisfaction. The findings revealed that apparatus professionalism ($\beta = 0.243$, $p = 0.011$) and public service quality ($\beta = 0.432$, $p < 0.001$) were positively and significantly associated with community satisfaction. Both variables jointly demonstrated a significant relationship with community satisfaction ($F = 23.967$, $p < 0.001$), explaining 33.8% of its observed variation. These findings support all three proposed hypotheses and indicate that public service quality has a stronger standardized association with community satisfaction than apparatus professionalism.

Theoretically, this study contributes to public administration and human resource management literature by integrating apparatus professionalism and public service quality within a single empirical framework at the village government level. Its contextual contribution lies in incorporating Islamic ethical principles, particularly amanah (trustworthiness), justice, and accountability, as a normative foundation for understanding professional responsibility in public administration. Practically, the findings emphasize the importance of strengthening employee competence, discipline, integrity, and service responsiveness. From a policy perspective, the Tadui Village Government should prioritize continuous employee development, improvements in administrative procedures, adequate service facilities, and regular community satisfaction evaluations to support more accountable and citizen-oriented public services.

This study has several limitations. First, the research was conducted in a single village with 97 respondents, limiting the generalizability of its findings to other administrative and geographical contexts. Second, the cross-sectional research design and reliance on self-reported questionnaire data restrict causal interpretation and may introduce response bias. Third, the model explained 33.8% of the variation in community satisfaction, indicating that additional factors remain unexplored. Future research should consider larger and more geographically diverse samples, longitudinal or mixed-method approaches, and additional variables such as administrative transparency, digital service accessibility, institutional trust, and community participation. Such investigations could provide a more comprehensive understanding of the determinants of community satisfaction and inform evidence-based improvements in village public service delivery.

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