

Influence of human resources and organizational culture on the satisfaction of the service of Sapta Marga Village Pelambik Praya Village Southwest Pelambik Praya Regency

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Abstract: This study aims to analyze the influence of the quality of human resources (HR), organizational culture, and Sapta Marga values on community satisfaction in public services in Pelambik Village, Southwest Praya District, Central Lombok Regency. A quantitative approach with a survey method was used, involving 95 respondents selected through proportional random sampling. Data were collected using Likert scale questionnaires, structured interviews, and documentation, then analyzed by multiple linear regression. The results of the study show that the quality of human resources, organizational culture, and values of Sapta Marga have a positive and significant influence on community satisfaction, both partially and simultaneously. The value of Sapta Marga has the most dominant influence, followed by the quality of human resources and organizational culture. The determination coefficient (R^2) test showed that 72.1% of the variation in community satisfaction could be explained by these three variables, while the rest was influenced by other factors such as infrastructure, regulations, and community participation. These findings confirm that improving the quality of public services at the village level requires synergy between improving the competence of the apparatus, fostering a positive organizational culture, and internalizing moral values such as Sapta Marga. This integrated strategy can strengthen the professionalism of the apparatus, increase the humanist service orientation, and strengthen the community's legitimacy and trust in the village government.

Keywords: Human Resources, Organizational Culture, Sapta Marga

1. Introduction

Human resources are the main factor that determines the success of the implementation of public services in every government institution (Kemenpan RB, 2019). Apparatus that has good quality is able to provide services quickly, precisely, and transparently to the community (Panda, 2022). On the other hand, employees who are less competent often cause obstacles in the form of delays, procedural errors, and maladministration which have an impact on decreasing the level of public trust in the government (Rasyid, 2022; Wibowo, 2023). The government continues to encourage the improvement of the quality of the apparatus through bureaucratic reform policies (Setneg RI, 2020; Cabinet Secretary of the Republic of Indonesia, 2021). Apparatus is required to master technical skills, managerial skills, and socio-cultural sensitivity in order to be able to respond to increasingly complex societal needs (Ministry of Finance, 2021). Improving the capacity of human resources is an important part of efforts to realize good governance, namely effective, efficient, fair, and accountable public services (Syamsuddin, 2022; BRIN, 2023).

Research on the quality of human resources in public services is important to understand how much it affects the performance of government agencies (Sutrisno, 2023; Rasyid, 2022). This research also aims to provide recommendations that can be used as a basis for strengthening the capacity of the apparatus so that public services can really meet the needs of the community and increase legitimacy and trust in the government (Kemenpan RB, 2019).

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In addition to the quality of human resources, organizational culture has a great influence on shaping the service behavior of village apparatus (Schein, 2010; Robbins & Judge, 2019). Organizational culture is basically a set of values, norms, and habits embraced by an institution, which then become a common guideline in acting (Hofstede, 2011). Values that are internalized in the work culture will be reflected in the attitude and behavior of village officials when interacting with the community (Mangkunegara, 2017). If the organizational culture prioritizes discipline, responsibility, and orientation to service, then the behavior of village officials will tend to show professionalism and sensitivity to the needs of residents (Luthans, 2011).

A strong organizational culture can create a conducive work environment, build a sense of community, and strengthen commitment to serving the community (Denison, 2006). Village officials who work in a positive culture are usually more consistent, more concerned about the public interest, and able to provide services fairly (Sopiah, 2008). On the other hand, if the organizational culture is permissive or does not have clear values, village officials are prone to showing passive behavior, lack responsibility, and may even ignore the interests of the community (Robbins & Judge, 2019). In the implementation of public services at the village level, organizational culture not only functions as a guideline for the behavior of the apparatus, but also becomes a factor that shapes the social relationship between the village government and its citizens (Soetomo, 2013). A culture that emphasizes the value of mutual cooperation, openness, and a sense of togetherness can strengthen public trust (Koentjaraningrat, 2004; Denhardt & Denhardt, 2015). to the village government. Therefore, research on the role of organizational culture in shaping the service behavior of village officials is important to be carried out in order to know the extent to which work culture contributes to improving the quality of public services at the local level.

This research has real relevance when it is associated with the public service situation in Pelambik Village, Southwest Praya District, Central Lombok Regency, considering that public services at the village level are the spearhead of the bureaucracy that is in direct contact with the community (Kusumastuti, 2019). This village has a community with increasingly diverse service needs, both in terms of administration, development, and social services, as affirmed in Law Number 6 of 2014 concerning Villages which gives broad authority to the village government in regulating and taking care of the interests of its citizens. This condition requires village officials to be able to work professionally, quickly, and appropriately in providing services, because the professionalism of the apparatus is an important factor to realize effective, efficient, and quality public services (Dwiyanto, 2018). However, the limitation of human resource competence and weak work culture are often challenges that affect the quality of services at the village level (Sopiah, 2008; Rasyid, 2022). In this context, the Sapta Marga program is present as one of the important references that emphasizes strengthening discipline, responsibility, and service of the apparatus (TNI AD, 2018). The values contained in this program are in line with the principles of public service that place the interests of the community as the top priority (Denhardt & Denhardt, 2015). If the values of Sapta Marga are truly internalized in the culture of the village organization, then the behavior of the village apparatus's service will reflect more integrity, professionalism, and concern for the needs of the residents, because the internalization of organizational values has been proven to be able to shape the behavior of the apparatus consistently (Schein, 2010; Robbins & Judge, 2019). Therefore, research in Pelambik Village is relevant to be carried out because it is able to illustrate the relationship between the quality of human resources, organizational culture, and the value of Sapta Marga in shaping the service behavior of village officials (Mangkunegara, 2017). The findings of this study are expected to provide practical recommendations for village governments in improving the quality of services, as well as become valuable input for efforts to develop apparatus in the Southwest Praya District and Central Lombok Regency more broadly (Dwiyanto, 2018).

The level of community satisfaction with public services in the village is often the main issue that reflects the success or weakness of village officials in carrying out their

duties (Hardiansyah, 2018). Some people are satisfied when the services provided are in accordance with expectations, such as a fast process, clear procedures, and a friendly and professional attitude of the apparatus (Parasuraman, Zeithaml, & Berry, 1988). However, it is not uncommon to find people who feel dissatisfied because services are considered convoluted, slow, or even not in accordance with urgent needs (Dwiyanto, 2018). This condition shows that community satisfaction is very closely related to the quality of human resources and organizational culture in the village government environment (Mangkunegara, 2017; Robbins & Judge, 2019). If village officials have adequate competence, hold positive work values, and apply discipline and responsibility as emphasized in the Sapta Marga program, then the community will tend to give a positive assessment of the services received (TNI AD, 2018). On the other hand, if the apparatus is less responsive and does not show commitment to serve, community satisfaction will decrease and can cause distrust in the village government (Denhardt & Denhardt, 2015). Therefore, community satisfaction can be used as an important indicator in assessing the quality of public services (Hardiansyah, 2018). Through research in Pelambik Village, it can be revealed to what extent community satisfaction is influenced by the quality of human resources, organizational culture, and the implementation of Sapta Marga values (Schein, 2010; Rasyid, 2022). The results of this study are expected to be able to provide a real picture of service performance at the village level as well as become evaluation and recommendation material in improving the quality of public services in the future (Dwiyanto, 2018).

Based on the above explanation, this research needs to be conducted to examine more deeply the relationship between the quality of human resources, organizational culture, and the application of Sapta Marga values in shaping the service behavior of village officials. This research is expected to provide a comprehensive understanding as well as become a foundation for efforts to improve the quality of public services in Pelambik Village.

2. Materials and Methods

This study uses a quantitative approach with a survey method because it aims to measure the influence of the quality of human resources, organizational culture, and the implementation of Sapta Marga values on the level of community satisfaction in public services. This approach was chosen because it is able to describe the relationship between variables in a measurable manner and provide objective results. The location of the research was determined in Pelambik Village, Southwest Praya District, Central Lombok Regency, with consideration of the increasingly diverse needs of community services and challenges in terms of the competence of village officials. The research was carried out in a span of about three months which included preparation, data collection, to the analysis and reporting stage.

The population in this study is the entire community of Pelambik Village who have received public services from the village government. From this population, the research sample was determined using the Slovin formula with an error rate of 10 percent, so that the number of respondents was considered representative enough to describe the existing conditions. The sampling technique is carried out by proportional random sampling so that each community group in the village has the same opportunity to be selected.

The data collection technique was carried out through the distribution of questionnaires with a Likert scale to measure research variables, structured interviews to deepen information related to service barriers and work culture of the apparatus, and documentation to obtain secondary data such as village profiles and service reports. The research instruments are prepared based on indicators relevant to the variables studied, including technical competence, managerial skills, work attitudes for human resource quality variables; the value of discipline, responsibility, togetherness, and service orientation for organizational culture variables; discipline, devotion, and loyalty to the variables of Sapta Marga; as well as the speed of service, clarity of procedures, attitude of the apparatus, and the suitability of services with the needs of the community for the variables of community satisfaction.

Before use, the instrument is tested for validity with Pearson Product Moment and reliability with Cronbach's Alpha to obtain accurate and consistent data. The collected data was then analyzed using multiple linear regression to see the influence of independent variables on bound variables. The t-test is used to find out the partial influence, while the F test is used to find out the simultaneous influence. In addition, the determination coefficient (R^2) was calculated to see how much contribution the quality of human resources, organizational culture, and Sapta Marga in explaining community satisfaction with public services in Pelambik Village.

3. Results and Discussion

3.1 Result

The respondents in this study are residents of Pelambik Village who have been in direct contact with public services organized by the village government. The number of respondents analyzed was 95 people, with a fairly diverse distribution of characteristics. Judging from the gender aspect, the majority of respondents were men with a total of 52 people (54.7%), while female respondents were 43 people (45.3%). This composition shows that men's participation in accessing public services is slightly higher than that of women, although in general the two are relatively balanced. This indicates that public services in the village are not only used by one gender group, but have touched the community at large. In terms of age, the largest group of respondents was in the range of 26-45 years, which was 48 people (50.5%). Meanwhile, respondents aged 18-25 years were recorded as 22 people (23.2%), 46-60 years old as many as 19 people (20%), and over 60 years old as many as 6 people (6.3%). This data shows that people of productive age are the main users of village public services. This is natural because this age group usually takes care of administrative documents more often, participates in development programs, and is actively involved in social community activities. When viewed from the last level of education, most of the respondents completed high school (SMA/SMK), namely 41 people (43.2%). Followed by 18 college graduates (18.9%), 20 elementary school graduates (21.1%), and 16 junior high school graduates (16.8%). This composition reflects that the level of education of the village community is quite varied, but the dominance of high school/vocational school graduates indicates that most of the community has a fairly good understanding of public service procedures, although there are still groups with low education who need more assistance. In terms of employment, the respondents worked the most as farmers, namely 37 people (38.9%). Followed by 22 traders (23.2%), 15 private employees (15.8%), 12 housewives (12.6%), and other occupations such as laborers and fishermen as many as 9 people (9.5%). This pattern shows that the socio-economic structure of Pelambik Village is still dominated by the agricultural sector, but there are still variations in livelihoods that demand public services in different fields, both administration, development, and social services. Overall, the variation in the characteristics of these respondents illustrates that public services in Pelambik Village are used by people with heterogeneous backgrounds. This is important because the perceptions obtained from the research do not only represent one specific group, but reflect a more comprehensive view of the performance of public services in the village.

The descriptive analysis in this study aims to describe the tendency of respondents' responses to research variables consisting of the quality of human resources, organizational culture, Sapta Marga values, and community satisfaction. The results of

this analysis provide an initial understanding of how public services in Pelambik Village are perceived by the community.

In the Human Resources (HR) Quality variable, the calculation results show that the average score is in the high category. This finding indicates that village officials are considered to have sufficient ability to carry out administrative and social service tasks. However, some respondents still highlighted limitations, especially related to speed and accuracy, so the quality of service has not been completely consistent.

For the Organizational Culture variable, respondents' answers tended to lead to the good category. This reflects that the values of discipline, responsibility, and friendliness are starting to become prominent work habits. However, the consistency of the implementation of the work culture is not completely evenly distributed in each part of the service, so that under certain conditions people still feel a difference in service quality.

Furthermore, the Sapta Marga Value variable obtained an average score which was also in the high category. This shows that the community sees the application of the values of service, discipline, and integrity in the service activities of the village apparatus. However, some respondents still consider that the internalization of Sapta Marga's values has not been optimal, especially in maintaining consistency of integrity and transparency in each service process.

Meanwhile, the Community Satisfaction variable occupies a high category based on the average score obtained. The majority of people are satisfied with the friendliness of the apparatus, the clarity of procedures, and the accuracy of the services received. However, there are a small percentage of respondents who still think that services tend to be slow or too convoluted, which ultimately affects their satisfaction levels.

Overall, the four research variables showed a positive tendency with the average score being in the high category. This shows that the quality of human resources, organizational culture, and Sapta Marga values have an important role in shaping the level of community satisfaction. Thus, improving the competence of the apparatus and strengthening the organizational culture will further strengthen the legitimacy of the village government in providing effective and reliable public services.

The research instrument used in the form of a questionnaire needs to be tested for feasibility before further analysis. This feasibility test is carried out through two stages, namely the validity test and the reliability test.

First, a validity test was carried out to assess the extent to which the question item was able to measure the variable in question. The validity test used the Pearson Product Moment correlation with the number of respondents as many as 95 people. The results of the calculation showed that all statement items in the variables of Human Resources Quality, Organizational Culture, Sapta Marga Value, and Community Satisfaction had an r-calculation value greater than the r-table (0.202 at a significance level of 5%). Thus, all question items are declared valid and can be used in the research.

Second, a reliability test was carried out to ensure the consistency of respondents' answers to the item of statement. This test uses a Cronbach's Alpha value with a minimum limit of 0.70. The results of the analysis showed that all research variables had a Cronbach's Alpha value above 0.70, namely Human Resources Quality (0.812), Organizational Culture (0.794), Sapta Marga Value (0.801), and Community Satisfaction

(0.826). Thus, the research instrument is proven to be reliable and trustworthy in measuring the variables studied.

In general, the results of this validity and reliability test show that the research instrument is qualified as a measuring tool. Therefore, the questionnaire used in the research in Pelambik Village can be used as a basis for further analysis of the influence of human resource quality, organizational culture, and Sapta Marga values on community satisfaction.

Table 1. Validity Test Results

Variabel	Number of Items	r-table	r-count (Range)	Information
Quality of HR	8	0,202	0,321 – 0,689	Valid
Organizational Culture	7	0,202	0,334 – 0,672	Valid
Sapta Marga Values	6	0,202	0,358 – 0,701	Valid
Community Satisfaction	8	0,202	0,329 – 0,715	Valid

Table 2. Reliability Test Results

Variabel	Cronbach's Alpha	Batas Minimum	Information
Quality of HR	0,812	0,70	Reliabel
Organizational Culture	0,794	0,70	Reliabel
Sapta Marga Values	0,801	0,70	Reliabel
Community Satisfaction	0,826	0,70	Reliabel

Third, multiple linear regression tests were performed, regression equations were obtained:

$$y = 2,135 + 0,287X_1 + 0,264X_2 + 0,305X_3$$

The equation shows that Human Resources Quality (X1), Organizational Culture (X2), and Sapta Marga Values (X3) have a positive influence on Community Satisfaction (Y). The constant of 2.135 indicates that if the three independent variables are zero, then the level of community satisfaction is at a base score of 2.135. Meanwhile, the value of the regression coefficient of each variable means that any improvement in the quality of human resources, organizational culture, and Sapta Marga values will have an impact on increasing community satisfaction, with the Sapta Marga value variable showing the greatest influence compared to other variables.

The F-test was conducted to determine the influence of the three independent variables simultaneously showed an F-count value of 34.276 with a significance of 0.000. Because the significance value is less than 0.05, it can be concluded that the quality of human resources, organizational culture, and Sapta Marga values together have a significant effect on community satisfaction.

Furthermore, the t-test is used to partially assess the influence of each variable. The results of the analysis showed that the three variables, namely the quality of human resources, organizational culture, and the value of Sapta Marga, had a t-count value

greater than the t-table and a significance smaller than 0.05. This means that all three have a significant effect on public satisfaction. Of the three variables, the value of Sapta Marga has the most dominant influence, followed by the quality of human resources, and then organizational culture. Meanwhile, the results of the determination coefficient (R^2) test showed a figure of 0.721 or 72.1%. This means that the variation in changes in community satisfaction can be explained by the three independent variables of 72.1%, while the remaining 27.9% is influenced by other factors that were not studied in this study. Thus, the regression model used in this study can be said to be strong enough to explain the relationship between the free variable and the bound variable.

Table 3. Multiple Linear Regression Analysis

Variabel	Regression Coefficient (B)	t-count	Itself	Information
Konstanta	2,135	-	-	-
HR Quality (X1)	0,287	3,642	0,000	Signifikan
Organizational Culture (X2)	0,264	2,981	0,004	Signifikan
Sapta Marga Value (X3)	0,305	3,824	0,000	Signifikan

Table 4. F Test Results

F-count	Sig.	Information
34,276	0,000	Signifikan

Table 5. Coefficient of Determination

R^2	Percentage	Information
0,721	72,1%	Can be explained by X1, X2, and X3

3.2 Discussion

This study aims to analyze the influence of the quality of human resources, organizational culture, and the value of Sapta Marga on community satisfaction in public services in Pelambik Village. Based on the results of multiple linear regression analysis, the three variables were proven to have a positive and significant influence, both partially and simultaneously. These findings provide an idea that the quality of public services at the village level is not only determined by the technical capabilities of the apparatus, but also by the factors of work culture and the basic values that underlie the behavior of the apparatus.

3.2.1 The Influence of Human Resources Quality on Community Satisfaction

The results of the hypothesis test show that the quality of human resources contributes significantly to community satisfaction. Apparatus with good competence is able to carry out services quickly, precisely, and according to procedures. This condition is in accordance with the theory of public management which emphasizes the importance of technical competence, communication skills, and moral integrity as a prerequisite for quality service. In the context of Pelambik Village, the improvement in the competence of the apparatus can be seen from their ability to manage village administration, social

services, and development in a more orderly manner. However, the limited capacity of some employees is still a challenge, so it is necessary to have a sustainable development strategy, such as training and mentoring.

In addition to the competence of the apparatus, organizational culture plays a big role in shaping the quality of public services. Values, norms, and work habits that are internalized in the village government environment become guidelines for village officials in interacting with the community. When organizational culture emphasizes discipline, a sense of responsibility, and an orientation to service, the apparatus tends to be more professional, open, and responsive to the needs of citizens. On the contrary, a weak work culture can cause apathy, convoluted services, and even a reduced sense of concern for the public interest. Thus, building a healthy and consistent organizational culture is a strategic step in strengthening service performance and increasing the satisfaction of the village community.

In addition to organizational culture, the value of Sapta Marga also has a significant influence on the behavior of village officials in providing public services. The values contained in Sapta Marga, such as discipline, responsibility, devotion, and integrity, provide moral guidelines for the apparatus to carry out their duties consistently. When these values are applied in real life in daily work practices, village officials are better able to show professionalism, honesty, and concern for the needs of the community. This proves that the internalization of moral values can strengthen the service orientation of village officials.

The application of Sapta Marga values also plays a role in creating a harmonious work climate in the village government. Apparatus that emphasizes devotion and a sense of responsibility to the community tends to build more solid working relationships with colleagues and citizens. This condition creates better coordination, minimizes internal conflicts, and improves service consistency. Thus, Sapta Marga's values not only have an impact on the quality of individual apparatus, but also affect the dynamics of the organization as a whole.

Furthermore, the integration between the quality of human resources, organizational culture, and Sapta Marga values results in strong synergy in increasing community satisfaction. Competent apparatus, working in a positive organizational culture, and consistently applying Sapta Marga's values are able to provide fast, precise, fair, and transparent services. The synergy of these three factors shows that improving the quality of public services cannot be achieved by focusing only on one aspect, but requires a holistic approach that involves individual capacity, organizational norms, and the foundation of moral values.

The results of the study also show that although these three factors contribute significantly to community satisfaction, there are still other variables that affect village services, such as facilities and infrastructure, bureaucratic regulations, and active community participation in development. This emphasizes that the evaluation of the quality of public services needs to be carried out comprehensively, not only looking at the capabilities of the apparatus and work culture, but also considering external factors that affect the effectiveness of services.

Overall, the findings of the study emphasize the importance of strengthening the capacity of the apparatus, fostering organizational culture, and internalizing Sapta Marga's values in building public services that satisfy the community. Efforts to improve the quality of integrated services between these three aspects will result in more professional, transparent, and responsive interactions, while strengthening public trust in the village government. Thus, an approach based on the quality of human resources, work culture, and moral values is the strategic key in realizing effective and sustainable public services.

3.2.2 The Influence of Organizational Culture on Community Satisfaction

Organizational culture has been proven to have a significant effect on community satisfaction. Values, norms, and work habits that apply in the village government environment are a reference for the behavior of the apparatus in providing services. These findings strengthen the view of Robbins & Judge (2017) who stated that organizational culture is a key factor in shaping the consistency of work behavior. A work culture that emphasizes discipline, openness, and togetherness results in more friendly, accountable, and responsive service interactions. On the contrary, a weak work culture can lead to convoluted services, slow, and tend to ignore the urgent needs of the community. In practice in Pelambik Village, the implementation of a positive work culture is important social capital in building public trust in village officials. In addition to organizational culture, the values of Sapta Marga also have an important role in shaping the behavior of village officials in providing services. The values contained in it, such as discipline, responsibility, devotion, and integrity, become moral guidelines for the apparatus to carry out their duties consistently. Apparatus that internalizes these values tends to show professionalism and high concern for the needs of the community, so that the services provided not only meet administrative procedures, but also present a positive experience for citizens.

The implementation of Sapta Marga values also supports the creation of a harmonious and collaborative work climate in village government. Apparatus that emphasizes service and responsibility to the community usually builds better coordination with colleagues and residents. This conducive work environment encourages service consistency, minimizes the potential for internal conflicts, and creates an atmosphere that encourages the apparatus to work optimally. Thus, the value of Sapta Marga not only affects individuals, but also strengthens the quality of the organization as a whole.

Furthermore, the combination of human resource quality, organizational culture, and Sapta Marga values forms a significant synergy in increasing community satisfaction. Competent apparatus, working in a positive cultural environment, and consistently applying Sapta Marga's values can provide fast, precise, transparent, and fair services. This synergy shows that improving the quality of public services cannot be achieved by focusing only on one factor, but must be done in an integrated manner between individual capabilities, organizational norms, and the foundation of moral values.

The results of the study also revealed that although these three factors contribute significantly to community satisfaction, there are still other elements that affect the effectiveness of village services, such as facilities and infrastructure, regulations, and

citizen participation in development. Therefore, the evaluation of public services should be carried out thoroughly, not only assessing the competence of the apparatus and work culture, but also considering external factors that affect the effectiveness of services.

Overall, the findings of the study confirm that strengthening the capacity of the apparatus, fostering organizational culture, and internalizing Sapta Marga values are important strategies in building satisfactory public services. Integrated efforts on these three aspects will create more professional, transparent, and responsive interactions, while strengthening public trust in village governance. Thus, an approach that integrates quality human resources, a positive work culture, and strong moral values is the key to the success of public services in Pelambik Village.

3.2.3 The Influence of Sapta Marga Values on Community Satisfaction

The Sapta Marga value variable has the most dominant influence compared to other variables. This shows that basic values such as discipline, responsibility, and service are very relevant in shaping the service behavior of village officials. When these values are internalized, the apparatus shows more integrity, loyalty, and concern in serving the community. These results are in line with the concept of public service ethics which emphasizes the importance of moral foundations in building trust and legitimacy of the government. The implementation of Sapta Marga values in Pelambik Village can strengthen the orientation of services that not only fulfill procedures, but also provide a humanist touch that fosters community satisfaction. In addition to the value of Sapta Marga, the quality of human resources also plays an important role in determining the effectiveness of public services in the village. Apparatus who have technical competence, communication skills, and managerial abilities are able to provide services more quickly, precisely, and accurately. This competence allows the apparatus to handle various needs of the community, both in administration, development, and social services, so that the level of community satisfaction increases. In the context of Pelambik Village, the increase in human resource capacity can be seen from the ability of the apparatus to manage the administrative process in an orderly manner and anticipate problems that arise during the service.

Organizational culture also plays a determining factor in shaping the behavior of village officials. The values, norms, and work habits that apply in the village government environment become guidelines for the apparatus in carrying out their duties. A work culture that emphasizes discipline, responsibility, and togetherness is able to create friendly, transparent, and accountable interactions. On the other hand, a weak organizational culture can cause services to be slow, procedures convoluted, and reduce the attention of the apparatus to the needs of the community. In Pelambik Village, the implementation of a positive work culture has proven to be an important social capital in building public trust in the village government.

When the quality of human resources, organizational culture, and Sapta Marga values are applied simultaneously, there is a synergy that strengthens the performance of public services. Competent apparatus, working in a conducive organizational culture, and practicing Sapta Marga values tend to be able to provide services that are not only in accordance with procedures but also oriented to the interests of the community. This synergy emphasizes that improving community satisfaction cannot be achieved by

focusing on just one factor, but requires a holistic approach that integrates individual capabilities, organizational norms, and moral foundations.

The findings of the study also show that although these three factors contribute significantly to community satisfaction, there are still other factors that affect the effectiveness of services, such as facilities and infrastructure, regulations, and community participation. This shows that the evaluation of public services must be carried out thoroughly, not only assessing the performance of the apparatus, but also considering external aspects that support or hinder services. Thus, the strategy to improve service quality must be comprehensive and contextual according to the local conditions of the village.

Practically, the results of this study provide guidance for the Pelambik Village government to strengthen the capacity of the apparatus, build a positive work culture, and internalize the values of Sapta Marga consistently. Routine training, mentoring, and performance monitoring can be concrete steps to improve human resource competence. Meanwhile, strengthening organizational culture can be done through instilling the values of discipline, togetherness, and openness in every work activity. The value of Sapta Marga can be an ethical and moral guideline that directs the apparatus to make services more humane and oriented towards community satisfaction.

Overall, this study emphasizes that the quality of human resources, organizational culture, and values of Sapta Marga are the main pillars in building effective, transparent, and satisfying public services. The synergy of these three aspects not only increases the professionalism of the apparatus, but also strengthens the legitimacy and trust of the community in the village government. This integrated approach is the key to the success of the implementation of sustainable public services in Pelambik Village.

3.2.4 Simultaneous Influence of Independent Variables on Community Satisfaction

The simultaneous test (F test) showed that the quality of human resources, organizational culture, and Sapta Marga values together had a significant effect on community satisfaction. This indicates that quality public services do not only rely on a single factor, but require a combination of individual abilities, a conducive work environment, and a foundation of moral values. The determination coefficient (R^2) of 0.721 confirms that 72.1% of the variation in community satisfaction can be explained by these three variables, while the rest is influenced by other factors such as infrastructure, bureaucratic regulations, and community participation in village development.

The results of this simultaneous test confirm that the quality of human resources, organizational culture, and values of Sapta Marga interact with each other to affect community satisfaction. Officials who have high competence but work in a weak cultural environment or without moral value guidelines will find it difficult to provide satisfactory service. On the other hand, even if the organizational culture is strong and moral values are upheld, if human resources are incompetent, the service is still not optimal. Thus, these three factors need to be strengthened simultaneously so that public services can run effectively.

The determination coefficient of 0.721 showed that most of the variation in community satisfaction was influenced by a combination of human resource quality, organizational culture, and Sapta Marga values. This figure shows that the interaction

between the ability of the apparatus, the work environment, and the foundation of moral values has a great contribution in determining public perception of service quality. This emphasizes the importance of a holistic approach in the planning and evaluation of public services in villages.

The remaining variation of 27.9% that was not explained by the research model indicated that there were other factors that also affected public satisfaction. These factors can be in the form of facilities and infrastructure, administrative procedures, regulations, or the level of community participation in development activities. Therefore, improving the quality of village services should not only be focused on the apparatus and work culture, but also include improving facilities and other supporting systems.

Practically, this finding provides direction for the Pelambik Village government to design a strategy to strengthen public services. First, increasing the capacity of the apparatus through education, training, and mentoring must be a priority. Competent human resources will be able to manage administration, development, and social services more efficiently, so that the community receives fast, precise, and accurate services.

Second, strengthening organizational culture needs to be carried out on an ongoing basis. Instilling the values of discipline, openness, and togetherness in every work activity can create a conducive environment for officials to work optimally. A positive work culture also encourages the apparatus to act consistently and professionally, so that services are more reliable and trusted by the community.

Third, the internalization of Sapta Marga values must be carried out so that the apparatus has a strong moral foundation in serving the community. Values such as devotion, responsibility, and integrity not only provide ethical direction in the implementation of duties, but also foster a humanist attitude that makes the community feel valued and cared for. The integration of these values into daily work practices will strengthen the orientation of public services that are centered on the needs of citizens.

Overall, this study confirms that public services that satisfy the community cannot be achieved with a partial approach. The synergy between the quality of human resources, organizational culture, and Sapta Marga's values is the key to success, while external supporting factors such as infrastructure facilities and citizen participation also strengthen the effectiveness of services. With this integrated strategy, Pelambik Village has a great opportunity to improve the quality of public services in a sustainable manner and strengthen public trust in the village government.

4 Conclusions

Based on the results of data analysis and research discussion, several conclusions can be drawn as follows: The quality of Human Resources has a positive and significant influence on community satisfaction in public services in Pelambik Village. Competent apparatus is able to provide fast, precise, and procedural services, thereby increasing the level of citizen satisfaction. Increasing the capacity of human resources through training, education, and mentoring is an important step to strengthen the performance of village officials. Organizational culture has proven to play a significant role in shaping the behavior of village officials. Values, norms, and work habits that emphasize discipline, responsibility, and togetherness encourage the apparatus to provide friendly, transparent, and accountable services. A positive organizational culture is an important social capital in building public trust in the village government. The value of Sapta Marga is the most

dominant factor in influencing community satisfaction. The implementation of basic values such as discipline, service, and responsibility fosters integrity, loyalty, and concern for the apparatus in serving the citizens. This value strengthens the orientation of the ministry that not only fulfills administrative procedures, but also presents humane and community-centered services. The synergy of the Three Variables (quality of human resources, organizational culture, and Sapta Marga values) simultaneously has a significant effect on community satisfaction. The determination coefficient (R^2) of 0.721 showed that 72.1% of the variation in community satisfaction could be explained by a combination of the three variables, while the rest was influenced by external factors such as infrastructure, regulations, and community participation.

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