

The Effect of Service Quality, Effectiveness, and Integrity on the Performance of Village Apparatus in Pabedilan District, Cirebon Regency

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ARTICLE INFO	ABSTRACT
Article History: Received: 13 August 2024 Revised: 16 August 2024 Accepted: 20 August 2024	<i>This study aims to determine the effect of service quality on the performance of village apparatus, the effect of effectiveness on the performance of village apparatus, the effect of integrity on the performance of village apparatus, together the quality of service effectiveness and integrity affect the performance of village apparatus in Pabedilan District, Cirebon Regency. This study uses a quantitative descriptive approach and the type of research is an empirical study supported by a survey. The population in this study is all employees of the village apparatus office in Pabedilan District, Cirebon Regency as many as 100 people. The sampling technique in this study uses a saturation technique, all populations are used as research samples. The data used is primary data in the form of a questionnaire instrument. The results showed that the quality of service had a positive and significant effect on the performance of village apparatus with a t-value calculated $> t$ table ($5.238 > 1.98498$); effectiveness positively and significantly the performance of village apparatus with the value of t calculated $> t$ table ($2.262 > 1.98948$); integrity positively and significantly affects the performance of village apparatus with a value of t calculated $> t$ table ($4,690 > 1.98948$), simultaneously service quality, effectiveness, and integrity affects the performance of village apparatus in Pabedilan District, Cirebon Regency with a value of F table $> F$ calculation = $50,757 > 2.47$. The variables of service quality, effectiveness, and integrity contributed 60.10% of the influence on the performance of village apparatus in Pabedilan District, Cirebon Regency, while the remaining 39.90% was influenced by the variables that were not studied.</i>
Keywords: Service Quality, Effectiveness, Integrity, Performance of Village Apparatus	<i>This is an open access article under the CC BY-SA license.</i>

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Abstract

This study aims to determine the influence of service quality on the performance of village officials, the influence of effectiveness on the performance of village officials, the influence of integrity on the performance of village officials, and simultaneously the quality of service. effectiveness and integrity influence the performance of village officials in Pabedilan District, Cirebon Regency. Research This use approach descriptive quantitative And type his research studies empirically supported with a survey. The population in this study were all village apparatus office employees in Pabedilan District, Cirebon Regency. a total of 100 people. The sampling technique in this study used the saturated technique, all populations were used as research samples. The data used were primary data in the form of questionnaire instruments. The results of the study showed that the quality of service has a positive and significant effect on the performance of village officials with a calculated t value $> t$ table ($5.238 > 1.98498$); effectiveness has a positive and significant effect on the performance of village officials with a calculated t value $> t$ table ($2.262 > 1.98948$); integrity has a positive and significant effect on the performance of village officials with a calculated t value $> t$ table ($4.690 > 1.98948$), Simultaneously, service quality, effectiveness, and integrity affect the performance of village officials in Pabedilan District, Cirebon Regency with a value of F table $> F$ count = $50.757 > 2.47$. The variables of service quality, effectiveness, and integrity contribute 60.10 % of their influence on the performance of village officials in Pabedilan District, Cirebon Regency, while the remaining 39.90% is influenced by variables not studied.

Keywords: Service Quality, Effectiveness, Integrity, Village Apparatus Performance

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1. INTRODUCTION

government is the leading unit in community service and is a strategic spearhead for the success of all development programs. Strengthening villages, both through Village Government and through Community Institutions, is an important step to accelerate the realization of community welfare, which is the goal of regional autonomy. According to Law Number 6 of 2014 concerning Villages, a village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs and the interests of the local community, based on community initiatives, original rights, and/or traditional rights recognized in the government system of the Unitary State of the Republic of Indonesia [1].

The Village Head or other positions are Village Government officials who have the authority, duties, and obligations to organize village households and carry out tasks from the Government and Regional Government. The Organizational Structure and Work Procedures (SOTK) of the Village Government is a system in the institution to regulate tasks, functions, and work relationships within it. However, there are often misunderstandings regarding the definition and role of the village government. Some parties may misinterpret or even misunderstand the difference between "village government" and "village government". The village government is a set of village officials who lead the village, while village government refers to the entire system and mechanism of governance at the village level, including organizational structure, work procedures, and decision-making processes [1].

Village government has very important main tasks and functions in the management and implementation of government affairs at the village level. Village government is responsible for planning and coordinating development at the village level according to the needs and aspirations of the local community. Villages have a role in increasing the capacity and participation of the community in decision-making and the implementation of development programs. Village government is tasked with ensuring that the administration and implementation of village government are effective and efficient. Villages are obliged to provide public services to the community in various fields, such as health, education, infrastructure, and others.

The village government has the responsibility to implement policies and programs that aims to protect the rights of women and children, as well as increase awareness and access to family planning programs [2]. In addition, villages also have an obligation to carry out other tasks assigned by the district/city government in the context of organizing village governance. All of these tasks and functions must be carried out by paying attention to the principles of democracy, community participation, and justice to strengthen village autonomy. This emphasizes the importance of the role of the village as a government unit that is close to the community, which aims to improve welfare and development at the local level.

In the era of globalization marked by increasingly tight competition, the quality of human resources (HR) of village officials is the main key to the success of the village government office [3]. The quality of HR covers various aspects, including education, skills, knowledge, experience, and mental attitudes possessed by village officials. To improve the quality of HR, village governments must make significant investments in various development programs, such as training and further education, and pay attention to selective recruitment to ensure that qualified village officials join the village government.

The HR governance program is one of the most common strategies used by village governments to improve the quality of village officials [4]. Through training, village officials are given the opportunity to acquire new skills, update their knowledge of the latest industry or technology, and develop abilities that are relevant to the demands of their jobs. In addition, it can also increase the motivation and job satisfaction of village officials, because they feel appreciated and given the opportunity to develop. Improving the quality of village officials is a very important strategic step for village governments in this era of globalization. Village governments can gain sustainable competitive advantage through improving the performance of village officials and the overall success of the organization by investing time, resources, and energy in HR development.

The success of the implementation of the main tasks and functions of the village government greatly influences the overall performance of the village government. Effectiveness and efficiency in carrying out these tasks will have a positive impact on the performance of the village government, including the planning, organizing, implementing, supervising, and evaluating processes of village government activities. Good performance is reflected in the ability to achieve village development

goals and public satisfaction with the public services provided. In Cirebon Regency, especially in Pabedilan District, the village government faces various problems related to the performance of its village apparatus, such as low quality of public services, lack of alignment of organizational culture, and incompatibility of job characteristics with existing demands.

The success of implementing village government tasks is highly dependent on the ability of village officials to carry out their tasks properly. Village officials who have sufficient competence, knowledge, adequate skills, and a high level of integrity will make a positive contribution to the overall performance of village government. Based on the results of an interview with one of the village apparatus in Losari Kidul Village, it is not uncommon for the performance of village officials to not meet expectations due to several factors. Several factors that can cause the performance of village officials to be less than satisfactory include the lack of competence and skills needed to carry out their tasks, lack of motivation and dedication in carrying out village government tasks, poor quality management and leadership in the village government structure, limited resources, both financial and human, as well as political factors and conflicts of interest that can disrupt the smooth implementation of village government tasks.

Village Apparatus Performance

Moehersono (2012) in [5] explains that employee performance is a description of the extent to which the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of an organization that is regulated through strategic planning of an organization. The performance of village officials reflects the extent to which they are able to carry out the tasks and responsibilities that have been set by the village government. The performance of village officials is the basis for evaluating individual contributions to organizational goals [6]. The village head can identify the strengths and weaknesses of village officials and provide constructive feedback for further development by assessing the performance of village officials.

Information on village apparatus performance is the basis for decision-making regarding promotions, rewards, and career development. Village apparatus employees who demonstrate high performance usually get the opportunity to gain greater responsibility and faster promotion. Individual performance directly affects the overall performance of the organization. Village apparatus employees who have high performance tend to be more efficient in carrying out their duties, which will ultimately contribute to the achievement of organizational goals better.

The indicators used in this study refer to Dwiyanto's opinion (2006) in [7], that to measure the performance of village apparatus bureaucracy, namely:

- a. Productivity, which not only measures the level of efficiency, but also measures the effectiveness of service, productivity is usually understood as the ratio between *output* and *input*.
- b. Service quality, which tends to be important in explaining the performance of public service organizations.
- c. Responsiveness, namely the ability of the bureaucracy to recognize the needs of the community, set service agendas and priorities, and develop public service programs in accordance with community needs and aspirations.
- d. Responsibility, namely explaining whether the implementation of public bureaucratic activities is carried out in accordance with correct administrative principles with bureaucratic policies, both explicit and implicit.
- e. Accountability, which refers to the extent to which public bureaucratic policies and activities are subject to political officials elected by the people.

Based on the results of observations at the Pabedilan District Office, there is a lack of transparency, making it difficult for community members to understand the process of public services, the speed of service access, or transparency of administrative costs. This condition can lead to skepticism, suspicion, and loss of trust in the village government. Village government services are also still limited in access for all community members, especially in remote areas. When services are not well distributed geographically, this will make it difficult for the community to access the services they need. The deterioration of village government services can have a negative impact on community welfare, hinder development, and erode trust in local government.

Village services include various services provided by the village government to residents and communities in the village area. To have an effective service system, support is needed from village



officials who understand their duties . Village governments often face various obstacles in the service process, such as public complaints about delays, lack of transparency, inaccuracy of service time, and inappropriate practices, such as nepotism or bribery. Such practices hinder the performance of public services and result in less than optimal target achievement. The low performance of public services is often related to the level of knowledge of village officials, lack of work discipline, and lack of awareness and responsibility in carrying out tasks. Empowerment of village government officials must prioritize the ability to manage human resources and community social capital effectively.

A comprehensive approach is needed to address this issue, including process improvement, capacity building, resource allocation, and building open communication channels between the village government and the community. This is important so that the community can provide input to the village head in an effort to improve the existing situation and conditions, and improve performance to achieve the desired results. In order to realize good quality of service from the village government and improve overall village performance, the government or organization has an obligation to always take steps that support realizing the quality of service, because public trust in government organizations is very important.

Employee performance is a concrete result of work done by individuals in an organization or agency [8] . This is a reflection of the extent to which village apparatus employees have succeeded in meeting or even exceeding the expectations set by the village government organization. Village apparatus performance is a reference for management to evaluate individual contributions and achievements towards organizational goals. Good performance from village apparatus is a strong foundation for achieving overall village government goals. Village government can improve operational effectiveness , better meet community needs, and achieve competitive advantage in the service sector by having high-performing village apparatus employees.

Improving the performance of village apparatus employees is a priority for human resource management and village government leaders. Steps to improve the performance of village apparatus can include developing skills and knowledge through training, providing the necessary support and resources, and building a work culture that motivates and encourages innovation. By considering improving the performance of village apparatus as one of the main strategies, village government can achieve its goals more effectively and efficiently. Efforts to improve the performance of village apparatus must be an integral part of the overall human resource management strategy and organizational planning.

This study aims to investigate the influence of service quality, effectiveness , and integrity on the performance of village officials in Pabedilan District, Cirebon Regency. Factors that influence a person's performance include *ability* factors and motivation factors . [9] . A similar view was expressed by Mangkunegara in [9] which identifies internal and external factors that influence a person's performance. Internal factors are related to a person's characteristics, while external factors are factors that influence a person's performance that come from the environment such as effectiveness, attitudes, and actions of coworkers, subordinates or leaders, integrity, and organizational climate. It is hoped that the results of this study can provide better insight into the factors that influence the performance of village officials, as well as provide appropriate policy recommendations to improve performance and public services at the village level.

Quality of Service

Service quality refers to the level of excellence expected and the control over that level of excellence to meet the desires of the community. [10] . When the service or service received or felt (*perceived service*) is in accordance with expectations, then the quality of the service or service is considered good and satisfactory. Public service is a key aspect that determines the success of every service provider institution, as stated by Thoha (1998) in [10] , that public service is one of the indicators for assessing the quality of government administration in carrying out its duties and functions. Whether or not public administration or government is good is assessed based on the extent to which the public service is in accordance with the demands, needs, and expectations of the community.

In the service sector, the performance of village officials has a direct impact on the quality of services provided to the community or other stakeholders. Village officials who have high performance tend to provide better services, create positive experiences for customers, and increase



loyalty. Improving the performance of the Village Government organization is an obligation that must be carried out continuously in order to realize the quality of public services that aim to maintain public trust in their government. Village government officials need to understand their role in public services, create quality services for the community, and improve service capabilities. The success of the village government is reflected in the success of village government administrators in carrying out their responsibilities as service providers. One of the obstacles to public service performance in rural areas is the lack of understanding and awareness of village government officials in this field, including the low quality of officials that affect the service system.

The indicators used in this study refer to Riyanto's opinion (2018) in [11] that service quality includes:

- a. *Tangibles* (physical evidence), including: 1) appearance of officers, 2) service location, 3) officer equipment, and 4) availability of forms.
- b. *Reliability*, includes: 1) speed of service, 2) completion of administration, 3) explanation from officers, and 4) completion of work.
- c. *Responsiveness*, includes: 1) responding to complaints, 2) friendliness of staff, 3) ability to answer problems, and 4) speed in solving problems.
- d. *Assuranc* includes: 1) guarantee of punctuality, 2) guarantee of fast service, and 3) guarantee of accurate cost reports.
- e. *Empathy*, includes: 1) ease of service, 2) ease of information, and 3) clear costs.

The results of the study indicate that service quality has an influence on employee performance [12]; service quality consisting of tangible, empathy, responsiveness, reliability, and assurance simultaneously and partially influences employee performance at Best Western Manado [13] ; there is a positive and significant influence between service quality and employee performance [11] ; there is a direct effect *between* service quality and significant performance [14] .

Effectiveness

Another factor that affects the performance of village officials is effectiveness. Robbins (2003) stated that effectiveness is related to the ability to choose or do something that is most appropriate and can provide direct benefits. The assessment measure used is the appropriateness of the organization or company in carrying out everything, for example the implementation of programs or activities. Work effectiveness is defined as the ability to choose the right target in accordance with the goals that have been set from the start. Effectiveness in the scope of an organization or company is usually associated with the implementation of established programs or activities carried out by the company to advance and develop the organization or company. In general, effectiveness is a condition that indicates the success of the work that has been set. Work effectiveness is the completion of work on time as determined, meaning that the implementation of a task is marked as good or not, it depends very much on the completion of the task, how to carry it out.

A village government organization always tries to ensure that the village apparatus employees involved in it can achieve work effectiveness. The success of an organization in achieving its goals begins with the success of each employee concerned. To implement this program or activity must be supported by adequate human resources, namely abilities, expertise, and skills. Effectiveness is a basic element in achieving a goal or target that has been determined in each organization. Effectiveness is also often used to measure the success achieved by an organization or company related to planned programs. The management of an organization or company can be said to be successful if the targets or objectives set can be implemented and provide benefits to the company. Effectiveness can be said to be effective if the previously determined goals or targets are achieved.

According to Beni (2016) in [15] effectiveness is the relationship between *output* and objectives or can also be said to be a measure of how far the level of *output* , policies and procedures of the organization. Effectiveness is usually done to measure the extent to which a group or organization is effective in achieving a goal, while work effectiveness is the level to which a person or group carries out their main tasks to achieve the desired goals. The term effectiveness is often used in an organizational environment to describe the accuracy or otherwise of the targets chosen by the company. This effectiveness can be seen from the benefits or advantages of something chosen for the benefit of the organization or company. The measure of effectiveness can be assessed by comparing the achievement of the goals of an activity carried out and not regarding the costs incurred to carry

out the activity (Danim, 2004).

Basically, village apparatus employees carry out work based on effectiveness if they are obedient to work. The performance of village apparatus tends to increase if they are efficient and effective in working. A job is said to be effective if it can achieve the goals as planned by using all the resources that have been planned. A job done by an individual will support the achievement of goals as a group. This is because each organization is divided into several parts or groups. Meanwhile, the achievement of group goals will support the achievement of the organization's goals as a whole. An activity can be said to be effective and efficient if a certain result is achieved with minimum effort, covering five elements: mind, physical strength, time, space, and objects (including money) [16].

effectiveness is closely related to performance [17]. Work effectiveness plays a very important role as one way to complete tasks and responsibilities at work. Village apparatus employees can ensure the understanding of the work implementers by adjusting their tasks to achieve effective and efficient work with work effectiveness. Work effectiveness is one of the goals of every work implementation. Work effectiveness can be achieved if the work implementation is in accordance with the requirements required by the job. With the requirements that have been set, the division of work will be easier to do. The division of work is of course related to the abilities of each employee. This will make it easier for leaders to hand over their authority to each employee.

Effectiveness is something that is a benchmark to determine whether the role of the village head leadership as a whole can be carried out properly or not. Effectiveness is also a form of self-control of the village apparatus and regular implementation shows the level of seriousness of the work team in an organization, effectiveness demands punishment for those who fail to meet the specified standards (Nurhazizal, Basri & Nasir, 2019). For the village government, the existence of work effectiveness will ensure the smooth implementation of tasks, so that optimal results are obtained. Village apparatus can carry out their duties with full awareness and can develop their energy and thoughts as much as possible in order to achieve the expected goals.

The indicators used in this study according to Notoatmodjo in [18] that indicators regarding the criteria for work that can be done effectively, are as follows:

- a. Work results can be assessed based on the suitability of objectives to planning.
- b. The number of employees, including part of the assessment of work effectiveness, especially work carried out by work teams.
- c. Time, effectiveness in terms of time used to complete work tasks. Effective task completion in terms of time means the time used is in accordance with estimates or planning.
- d. Cost, cost effectiveness means that employees do not increase the budget for implementing the work.
- e. Job satisfaction can be seen from employee behavior such as being enthusiastic about work, always cheerful, not worrying about working hours, the amount of salary, and always trying to do tasks better.
- f. User satisfaction, if a job is said to be effective if the service user feels satisfied.

Based on the observation results, there is still a slow performance of village officials in taking care of administrative needs, which tends to be tiring and is considered less effective, efficient and economical. Good service is highly expected by the community in the village, but in reality the service provided is still far from satisfactory, especially the service in making correspondence. Another problem that occurs is dissatisfaction with the performance provided by the Losari Kidul Village Government in making KTP, KK, and Birth Certificates which are not on time according to the schedule that has been set in the service schedule, even though in the service schedule for making KTP only takes 1-3 days but what the community gets is up to a week or even more so that from there it can be assessed that the performance in the Losari Kidul Village Government is not yet said to be effective.

The success of increasing the effectiveness of public service performance is determined by the ability to improve the work performance of village officials. Good village governance can be seen from various sectors such as the effectiveness of the performance of village officials in public services provided to the community. The performance of each village official is a determining factor in the success of an agency or organization in achieving its goals. For this reason, the performance of each village official can affect the performance of the agency as a whole so that it can produce good work.

The results of the study indicate that the variable of work effectiveness has an effect on

employee performance [19] ; work effectiveness has an effect on employee performance at the Bandar Lampung Social Security Administration (BPJS) [20] ; work effectiveness has an effect on employee performance variables at PT Jefrindo Consultant Medan [21] ; there is an effect of effectiveness on performance of 95.9% [22] ; there is a partial effect of work effectiveness on employee performance which has a significant effect by obtaining a value of 6,084 [23] . Another study that is not in line was conducted by Sutanta that work effectiveness does not have a significant effect on employee performance [24] .

Integrity

Another factor that affects the performance of village officials is integrity. Integrity is one of the elements of competence that must be possessed by village officials. This is because village officials who have high integrity will be able to create a culture of integrity with the village government, thereby creating a valuable work environment. Integrity refers to honesty, fairness, and morality in the actions and behavior of village officials. High integrity will reduce the risk of corruption and abuse of power among village officials. Employees with integrity will reject offers of bribes or gratuities, and will avoid practices that harm the interests of the community for personal gain.

Maintaining integrity will build public trust in the village government [25]. When the public believes that village officials act honestly and fairly, they will be more likely to cooperate in development programs and provide support for the policies implemented. Employees who have high integrity will have strong intrinsic motivation to carry out their duties well. They will see public service as a moral calling and will be committed to providing the best service to the community.

High integrity will help ensure that available resources are used well and for the right interests. Village officials with integrity will not take actions that hinder or waste resources, thereby increasing efficiency and effectiveness in achieving development goals. Maintained integrity will help maintain the reputation and legitimacy of the village government. When village officials behave with high integrity, the reputation of the village government will be maintained well in the eyes of the community and external parties, such as donor agencies or the central government.

Integrity is a condition required to achieve maximum performance. This means that if integrity can be implemented in a complete, comprehensive, and uninterrupted manner, then of course it will have a maximum impact on work ability (Yolanda and Syamsir 2020). Integrity creates trust among individuals or members of an organization. When people believe that individuals or organizations act with integrity, they are more likely to work together and support each other, which ultimately improves overall performance.

Integrity ensures that individuals or organizations are consistent in their actions and decisions. Consistency is key to building a good reputation and helps create a stable and reliable work environment [26]. Integrity encourages individuals to take responsibility for their actions and decisions. When people feel accountable, they are more likely to commit to achieving the best results and avoid unethical or irresponsible behavior. Integrity is the foundation of a good reputation, both for individuals and organizations. A good reputation can open doors to new opportunities, earn the trust of customers, partners, and other stakeholders, and increase the attractiveness of an organization as a place to work. Integrity creates an environment in which new ideas can flourish. When people feel safe to share ideas without fear of being labeled dishonest or unfair, it can stimulate collaboration and innovation that can improve overall performance.

The indicators used in this study refer to the opinion of Redjeki & Heridiansyah (2013) in [27] who stated that there are eight indicators of behavior with integrity, namely:

- a. Honesty, the ability to speak and act with honesty, not committing fraud or hiding important information.
- b. Consistency between words and actions, in carrying out what is said and keeping the promises that have been made.
- c. Complying with organizational rules and ethics, namely the willingness to follow the rules and ethical norms that apply in the organizational environment.
- d. Upholding commitments and principles that are believed to be true, with consistency in maintaining commitments and principles that are believed to be true and in accordance with the values held.



- e. Taking responsibility for actions, decisions and the risks that accompany them, namely the willingness to acknowledge and be responsible for the consequences of actions and decisions taken.
- f. The quality of an individual to gain respect from others, namely the ability to gain appreciation and respect from others because of positive behavior and character.
- g. Consistent adherence to moral principles prevailing in society, namely the willingness to comply with moral principles that are widely recognized in society.
- h. Wisdom in distinguishing right from wrong and encouraging others to do the same, namely the ability to wisely understand the difference between right and wrong actions, and inspire others to follow good examples.

Integrity issues in village apparatus can be a serious obstacle in implementing good governance and providing quality public services to the community. Several problems that often arise related to integrity in the village apparatus environment include nepotism and clientelism in decision-making and job placement in the village apparatus can lead to injustice and abuse of power. This can damage the principle of meritocracy and affect the quality of services provided by the village apparatus.

Lack of transparency in budget use and decision-making can raise doubts and suspicions among the community. Lack of transparency can facilitate corrupt practices and reduce the accountability of the village government to the community. Village officials who are not neutral in making decisions or handling problems can damage community trust in the village government. A non-neutral attitude can be caused by personal conflicts of interest or political affiliations that influence decisions taken. Failure to comply with applicable ethics and codes of conduct in government can damage the integrity of village officials. Violations of ethics, such as abuse of power or unfair treatment of the community, can reduce community trust in the village government.

village officials to act with integrity in carrying out their duties.

The results of the study indicate that the integrity variable has a significant effect on the performance of village officials in Sawahlunto City [28] ; integrity has a positive and significant direct effect on performance at the Harbormaster and Port Authority office in Manado City [29] ; integrity has a significant effect on the performance of village officials in Sawahlunto City [30]; integrity has a positive effect on auditor performance [31]; integrity has a significant effect on the performance of village officials in Sawahlunto City [28]; integrity has a positive and significant direct effect on performance at the Harbormaster and Port Authority office in Manado City [29]. Based on the explanation explained, the researcher is interested in conducting research on the Performance of Village Officials in Pabedilan District, Cirebon Regency with the title: "The Effect of Service Quality, Effectiveness, and Integrity on the Performance of Village Officials in Pabedilan District, Cirebon Regency ".

2. METHOD STUDY

The research method used is a descriptive method with a quantitative approach. This descriptive method involves collecting data to test hypotheses or answer questions about people's opinions on an issue or topic. Quantitative research is research based on the collection and analysis of data in the form of numbers (*numerical*) to explain, predict, and control the phenomena of interest. The subjects of the study were village officials in Pabedilan District, Cirebon Regency, both civil servants and non-civil servants who were the targets of observation or informants in the study conducted by the researcher. The objects of the study were the quality of service, effectiveness, integrity, and performance of village officials . This study aims to determine whether the quality of service, effectiveness, and integrity affect the performance of village officials in Pabedilan District, Cirebon Regency .

The location of this study was conducted in all Village Offices in Pabedilan District, Cirebon Regency, Central Java. The researcher took the location in the Losari District area to get a clear, precise and detailed picture according to what happened about the existing problems based on actual facts at the time of the study. The population in this study were village apparatus employees in Pabedilan District, Cirebon Regency, totaling 100 people. The characteristics of the respondents were employees aged over 17 years and had worked for at least one year. The author took 100% of the population of village apparatus employees in Pabedilan District, Cirebon Regency, which was 100 respondents. The data that has been obtained will be processed using the SPSS program. The

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instruments were tested for validity and reliability. The classical assumption tests used consisted of normality tests, multicollinearity tests, and heteroscedasticity tests.

Table 1. Research Location

No	Village Name	Address
1	Losari Chapter	Main Road , Losari District, Cirebon Regency
2	North Losari Subdistrict	DI Panjaitan Road , Babakan Losari Lor Village, Losari District, Cirebon Regency
3	Dukuhwidara	Main Road of Dukuhwidara Village, Losari District, Cirebon Regency
4	Kalibuntu	Jl. DI Panjaitan No.5, Kalibuntu Village, District. Losari, Kab. Cirebon
5	Kalimukti	JL. DI Panjaitan No. 30 , Kalimukti Village, District. Losari, Kab. Cirebon
6	Kaler's Trap	Jalan Raya Pabedilan Kaler, Kec. Losari, Kab. Cirebon
7	South Sidewalk	Pelayanga-Bojong Negara Road , Pabedilan Kidul Village , Losari District, Cirebon Regency
8	West Coast	<i>Pabedilan Kulon Village</i> Road , District. Losari, Kab. Cirebon
9	East Pabedilan	Pelayanga-Bojong Negara Road No. 159, Pabedilan Wetan Village , Losari District, Cirebon Regency
10	Pasuruan	Football Field/National Road , Pasuruan Village , Losari District, Cirebon Regency
11	Official	DI Panjaitan Street No.1, Sidaresmi Village, Losari District, Cirebon Regency
12	Compassion	Mayjen Sutoyo Street , Silihasih Village, Losari District, Cirebon Regency
13	There	Mayjend Sutoyo Highway, Tersana Village, Losari District, Cirebon Regency

Source: Cirebon Regency Government

Definition of variables is used to measure or observe a particular construct or concept in the context of research. Operational definition of variables is a view of the meaning or terms used in research. The operational definition used in this study is then described into empirical indicators, so the researcher groups the following operational definitions.

a. Service Quality (X_1)

Table 2. Operationalization of Variables Quality of Service (X_1)

Variables	Indicator	Sub Indicators
Service Quality (X_1) Riyanto (2018) in [11]	<i>Tangibles</i> (physical evidence)	Officer appearance (1)
		Service Place (2)
		Officer equipment (3)
		Availability of forms (4)
		Speed of service (5)
		Administrative settlement (6)
	<i>Reliability</i>	Officer's explanation (7)
		Completion of work (8)
		Responding to complaints (9)
		Staff friendliness (10)
		Ability to answer problems (11)
		Speed of problem solving (12)
	<i>Assurance</i> (guarantee)	On time guarantee (13)
		Fast service guarantee (14)
		Guarantee of accurate expense reporting (15)
	<i>Empathy</i> (empathy)	Service convenience (16)
		Ease of information (17)
		Clear costs (18)

b. Effectiveness (X_2)

Table 3. Operationalization of Variables Effectiveness (X_2)

Variables	Indicator	Sub Indicators	
Effectiveness (X_2) Notoatmodjo in [18]	Work result	Conformity of objectives with planning (1)	
		Work results (2)	
	Number of employees	Work effectiveness assessment (3)	
		Compliance with the number and type of work (4)	
		Time	Amount of time used (4)
		According to estimates or planning (6)	
	Cost	Do not increase the budget for implementing the work (7)	
		Sufficient cost (8)	
	Job satisfaction	Enthusiasm for work (9)	
	Satisfaction from users	Trying to do the task better (10)	
		Service users feel satisfied (11)	
		No complaints/complaints (12)	

c. Integrity (X_3)

Table 4. Operationalization of Variables Integrity (X_3)

Variables	Indicator	Sub Indicators	
Integrity (X_3) Redjeki & Heridiansyah (2013) in [27]	Honest	Ability to speak and act with honesty (1)	
		Do not commit fraud or hide important information (2)	
	Consistency between words and actions	Consistent with what is done and said (3)	
		Keeping the promises that have been made (4)	
		Comply with organizational rules and ethics	Willingness to follow rules and ethical norms (5)
			Not breaking the rules (6)
	Uphold commitments and principles that are believed to be true	Consistency in maintaining commitment (7)	
		According to the principles believed (8)	
	Take responsibility for actions, decisions and the risks that accompany them	Willingness to admit and take responsibility (9)	
		Take responsibility for the consequences of actions and decisions taken (10)	
	Individual qualities to gain respect from others	Ability to gain appreciation and respect from others (11)	
		Positive behavior and character (12)	
	Consistent adherence to moral principles prevailing in society	Willingness to adhere to moral principles that are widely recognized in society (13)	
		An open attitude towards social and moral norms that exist in society (14)	
	Wisdom in distinguishing right from wrong	The ability to wisely understand the difference between right and wrong actions (15)	
		Inspiring others to follow good examples (16)	

d. Village Apparatus Performance (Y)

Table 5. Operationalization of Variables Village Apparatus Performance (Y)

Variables	Indicator	Sub Indicators
Village Apparatus Performance (Y) Dwiyanto (2006) in [7]	Productivity	Effectiveness of services or processes carried out (1)
		Productivity can be understood as the ratio between output and input (2)
	Quality of service	High quality of service (3)
		Increasing public trust (4)
	Responsiveness	Respond quickly and effectively to requests, needs and problems faced by the community (5)
		Identifying and understanding the needs and problems faced by the community (6)
		Responsibility
		Accountability
		Activities in accordance with the principles of correct administration and bureaucratic policies (7)
		In accordance with established ethical standards, rules, procedures and policies (8)
	Responsible for their actions and decisions to various parties (9)	
	Accountable attitude to the general public served (10)	

3. RESULTS AND DISCUSSION

a. Research Instrument Test

Validity Test

Validity testing is carried out to assess the validity of an instrument, in this case a questionnaire. A questionnaire is said to be valid if the questions or statements in it are able to measure the aspects that the questionnaire wants to measure [21]. Validity testing usually involves correlating the scores of question items or statements with the total score of the construct measured by the questionnaire. If the r-count value is greater than the r-table at a significance of 0.3961, then the question item or statement is considered valid. The following are the results of the validity test:

Table 6. Validity Test Results

Questionnaire Items	Quality of Service (X ₁)	Effectiveness (X ₂)	Integrity (X ₃)	Village Apparatus Performance (Y)	Mark r table	Caption
1	.606	.565	.704	.439	0.3610	Valid
2	.577	.659	.718	.684		
3	.631	.828	.599	.741		
4	.731	.727	.711	.666		
5	.479	.397	.711	.779		
6	.484	.764	.635	.755		
7	.743	.805	.662	.706		
8	.727	.652	.557	.455		
9	.374	.669	.692	.608		
10	.757	.656	.697	.649		
11	.854	.575	.796			
12	.817	.402	.583			
13	.664		.681			
14	.683		.570			
15	.852		.506			
16	.828		.422			
17	.734					
18	.770					
19						
20						

Source: Processed data

Based on table 6, it indicates that all variables have a calculated r value above the r table of 0.3610, which means that all instruments are valid.

Reliability Test

The following are the results of the reliability test.

Table 7. Reliability Test Results

Variables	Cronbach Alpha	Critical Value	Information
Service Quality (X ₁)	0.947	0.6	Reliable
Effectiveness (X ₂)	0.908	0.6	Reliable
Integrity (X ₃)	0.926	0.6	Reliable
Village Apparatus Performance (Y)	0.885	0.6	Reliable

Source: Processed data

Based on table 7, the results of the reliability test, all variables are reliable because *the Cronbach's Alpha* value is ≥ 0.60 . Therefore, the statement instrument in this study is said to be reliable or can be trusted as a measuring tool for variables and can be used for further testing.

Normality Test

The following are the results of the normality test.

Table 8. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters a,b	.0000000	.0000000
	2.64685441	2.47324538
Most Extreme Differences	.079	.082
	.051	.045
	-.079	-.082
Test Statistics		.079
Asymp. Sig. (2-tailed)		.122 ^c

Source: Processed data

Based on the test results in table 8, *the Kolmogorov-Smirnov* value indicated by Asymp.Sig (2-tailed) is above 0.05 or 5%, which is 0.122, so the variables in this study are normally distributed, which means that the normality assumption is met.

Multicollinearity Test

Multicollinearity test is used to determine the presence of multicollinearity problems by analyzing the magnitude of *the Variance Invelantions Factor* (VIF) and Tolerance. If VIF > 10, it means that there is a correlation between independent variables and vice versa. Then if the VIF value < 10, it means that there is no correlation between variables. The following are the results of the multicollinearity test.

Table 9. Multicollinearity Test Results

Coefficients ^a		
Model	Collinearity Statistics	
	Tolerance	VIF
1 Quality_of_Service_X1	.582	1,717
Effectiveness_X2	.954	1,049
Integrity_X3	.600	1,667

a. Dependent Variable: Performance_AD_Y

Source: Processed data

The results of the Collinearity Statistics analysis on this model reveal the Tolerance and VIF

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(Variance Inflation Factor) statistics for each variable. Low Tolerance indicates a high level of multicollinearity, while high VIF also indicates the presence of multicollinearity in the model. The VIF value of each independent variable is ≤ 10 and the Tolerance value is ≥ 0.10 .

Heteroscedasticity Test

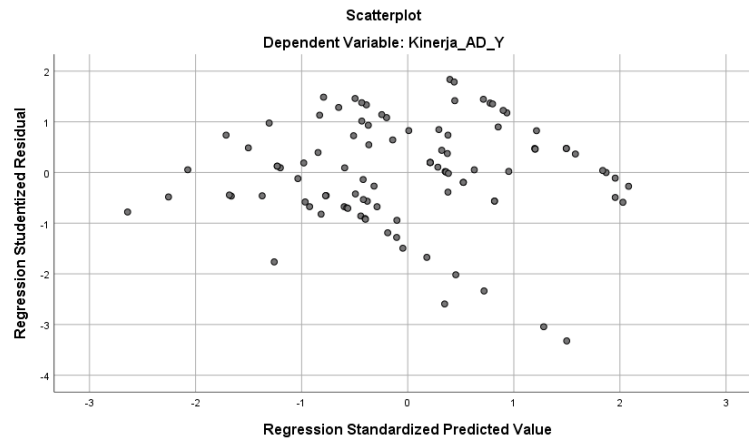


Figure 1. Heteroscedasticity Test Results

In Figure 1, it is shown that the resulting scatterplot can be concluded that there is no heteroscedasticity because the plot spreads randomly and does not form a pattern. The results of the heteroscedasticity test in this study are in accordance with the statement that the dots form a clear pattern and spread above and below the Y axis which means that there is no heteroscedasticity.

Heteroscedasticity test is used to determine whether there is inequality of variance between the residuals of one observation to another. Identification of the presence or absence of heteroscedasticity in this study is carried out by looking at the presence or absence of a certain pattern in the *scatterplot* graph between SRESID and ZPRED and using the *Spearman* Heteroscedasticity test. The following are the results of the heteroscedasticity test [32].

Partial t-Test

The following are the results of the t-test (partial).

Table 10. t-Test Results (Partial)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.095	4.058		-.516	.607
Quality_of_Service_X1	.256	.049	.436	5.238	.000
Effectiveness_X2	.121	.054	.147	2.262	.026
Integrity_X3	.286	.061	.384	4,690	.000

a. Dependent Variable: Performance_AD_Y

Source: Processed data

Based on table 10, the probability value of the independent variable, namely service quality (X₁) is -2.095 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 100-3-1) at the test level of 0.05 is known to be 1.98948 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of service quality (X₁) is obtained $>$ t table (5.238 $>$ 1.98498). In addition, the significance value (Sig) of the service quality variable (X₁) is 0.000 $<$ Sig value. 0.05, which means that *there is a positive and significant influence of the service quality variable on the performance of village officials throughout Pabedilan District, Cirebon Regency.*

The probability value of the independent variable is effectiveness (X₂) is 2.262 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 100-3-1) at the test level of 0.05 is known to be 1.98948 (see the t table attachment). Based on the comparison of the calculated t value with the

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t table, the calculated t value of effectiveness (X_2) is obtained $>$ t table ($2.262 > 1.98948$). In addition, the significance value (Sig) of the effectiveness variable (X_2) is also obtained at $0.026 <$ Sig value. 0.05 , at the test level $\alpha = 5\%$, which means that *there is a positive and significant influence* of the effectiveness variable on the performance of village officials throughout Pabedilan District, Cirebon Regency.

The probability value of the independent variable, namely integrity (X_3) is 4.690 at the test level $\alpha = 5\%$. While the t table value ($df = nk$) or ($df = 100-3-1$) at the test level of 0.05 is known to be 1.98948 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of integrity (X_3) is obtained $>$ t table ($4.690 > 1.98948$). In addition, the significance value (Sig) of the integrity variable (X_3) is obtained at $0.000 <$ Sig value. 0.05 , at the test level $\alpha = 5\%$, which means that *there is a positive and significant influence* of the integrity variable on the performance of village officials throughout Pabedilan District, Cirebon Regency.

Based on the results of multiple linear regression analysis, the following multiple linear regression equation was obtained: $Y = -2.095 + 0.256 X_1 + 0.121 X_2 + 0.286 X_3 + e$

- value of $\alpha = -2.095$, shows a negative number which indicates that if the value of the regression equation for service quality, effectiveness, and integrity is considered constant, then the average performance of village officials in Pabedilan District, Cirebon Regency falls by -2.095 .
- service quality coefficient value of $\beta_1 = 0.256$, shows a positive number, meaning that if the service quality increases by one unit, the performance of the village apparatus will increase by 0.256 and vice versa. Assuming effectiveness and integrity are in constant condition. In other words, if effectiveness and integrity have fixed values (do not change), then every increase in service quality will increase the performance of village apparatus throughout Pabedilan District, Cirebon Regency by 0.256 .
- The effectiveness coefficient value of $\beta_2 = 0.121$, shows a positive number, meaning that if effectiveness increases by one unit, then the performance of village officials will increase by 0.121 and vice versa. Assuming the quality of service and integrity are in constant condition. In other words, if the quality of service and integrity are constant (unchanged), then every increase in effectiveness will increase the performance of village officials throughout Pabedilan District, Cirebon Regency by 0.121 .
- The integrity coefficient value of $\beta_3 = 0.286$, shows a positive number, meaning that if integrity increases by one unit, the performance of village officials will increase by 0.286 and vice versa. Assuming the quality of service and effectiveness are in constant condition. In other words, if the quality of service and effectiveness are constant (unchanged), then every increase in integrity will increase the performance of village officials throughout Pabedilan District, Cirebon Regency by 0.286 .

Simultaneous Test

The following are the results of the simultaneous test.

Table 11. Simultaneous Test Results (F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1100.132	3	366,711	50,757	.000 ^b
Residual	693,578	96	7.225		
Total	1793.710	99			

Source: Processed data

On table 11, the results of the Simultaneous Test (F Test), are determined by a significance level of 0.000 . The resulting significance value is smaller than 0.05 or $F \text{ table} > F \text{ count} = 50.757 > 2.47$. The F table of 2.47 was obtained by looking at the F table with a degree of $df = 1 (109-3-1)$ at a significance level of 0.05 . The significance of the influence of independent variables simultaneously (together) on the dependent variable is done by looking at the probability of the F count (Sig. F value) of all independent variables at a test level of $\alpha = 5\%$. If the calculated F probability is smaller than the research test level ($\text{Sig. } F < \alpha$) then H_0 is rejected and H_a is accepted, which means that the independent variables simultaneously (together) have a significant influence on the dependent variable.

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Because the significance level in the Anova test is 0.000 below 0.05 and $F_{table} > F$ is calculated, it can be concluded that H_0 is rejected and H_a is accepted, meaning that there is a joint influence between the variables of Service Quality, Effectiveness and Integrity on the Performance of Village Apparatus in TPI Krakahan Village, Tanjung District, Brebes Regency, so this means that the variables of Village Apparatus Performance in TPI Krakahan Village, Tanjung District, Brebes Regency can be significantly explained by Service Quality, Effectiveness and Integrity.

Determination Test (R^2)

Table 12. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783 ^a	.613	.601	2.68789

a. Predictors: (Constant), Integrity_X3, Effectiveness_X2, Service_Quality_X1
b. Dependent Variable: Performance_AD_Y

Source: Processed Data

Based on table 12, the determination coefficient (R^2) is used to measure the extent to which the *independent* variable is able to explain the *dependent variable*. Table 12 shows the Adjusted R Square value of 0.457 or 45.7%, meaning that the *independent* variables of Service Quality (X_1), Effectiveness (X_2) and Integrity (X_3), in explaining and predicting the Village Apparatus Performance variable (Y) are 60.1%, and the remaining 39.9% is explained by other variables outside the study.

Discussion of Research Results

a. The influence of service quality on the performance of village officials in Pabedilan District, Cirebon Regency

The results of this study prove that service quality has a positive and significant effect on the performance of village officials throughout Pabedilan District, Cirebon Regency, meaning that the first *hypothesis can be accepted*. The results of this study prove that service quality has a positive and significant influence on the performance of village officials in Pabedilan District, Cirebon Regency. This means that improvements in the quality of services provided by village officials directly contribute to improving their performance. This positive influence shows that when the services provided are better, the response and satisfaction of the community towards the performance of village officials also increase. The first hypothesis stating that there is a significant relationship between service quality and village official performance can be accepted based on the results of this study.

Furthermore, this study provides empirical evidence that good service quality is one of the key factors in improving the efficiency and effectiveness of village apparatus performance. Service quality includes various aspects such as punctuality, politeness, expertise, and the ability to solve problems faced by the community. When village apparatus are able to provide services that meet or exceed community expectations, this will create trust and improve the reputation of village apparatus as a reliable institution. Thus, improving service quality not only has an impact on the performance of village apparatus but also on the positive perception of the community towards the village apparatus.

In addition, the findings of this study emphasize the importance of continuous training and development for village officials to ensure that they have the skills and knowledge needed to provide high-quality services. Investment in village official training can help improve weaknesses in service delivery and improve their capabilities in carrying out administrative and public service tasks. In other words, improving service quality does not happen instantly, but requires systematic and continuous efforts from various parties, including local governments, to create a work environment that supports optimal performance of village officials. The results of this study underline that good service quality is the main foundation for improving the performance and accountability of village officials in Pabedilan District, Cirebon Regency.

The results of this study are in line with previous studies such as: service quality affects employee performance (Nova Hari Santhi, 2018); service quality consisting of *tangible, empathy,*

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responsiveness, reliability, and assurance simultaneously and partially affects employee performance at Best Western Manado (Lengkong et al., 2021) ; there is a positive and significant influence between service quality and employee performance (Astuti, 2024) ; there is a direct influence (*direct effect*) between service quality and performance is significant (Poetri et al., 2020) .

b. The influence of effectiveness on the performance of village officials in Pabedilan District, Cirebon Regency

The results of this study prove that effectiveness has a positive and significant effect on the performance of village officials in Pabedilan District, Cirebon Regency, meaning that *the second hypothesis can be accepted*. The results of this study prove that effectiveness has a positive and significant effect on the performance of village officials in Pabedilan District, Cirebon Regency. This means that the more effective the work methods and strategies implemented by village officials, the higher the performance that can be achieved. The second hypothesis stating that effectiveness has a significant effect on the performance of village officials can be accepted based on these findings. In other words, effectiveness in carrying out administrative tasks and public services is an important factor that determines the success of village officials' performance in this area.

This study shows that the effectiveness of village apparatus work includes the ability to complete tasks correctly, on time, and in accordance with applicable procedures. This involves efficient use of resources, good time management, and the ability to adapt to changes and challenges that arise. When village apparatus work effectively, they can better meet the needs and expectations of the community, which in turn increases public trust and satisfaction with the services provided. High effectiveness also means that village apparatus are able to quickly identify problems and find appropriate solutions, so that overall performance improves.

Furthermore, the results of this study emphasize the importance of continuous training and development for village officials to improve their work effectiveness. Training that focuses on time management, resource management, and the development of specific skills relevant to their tasks will be very beneficial. In addition, support from the local government in the form of policies that facilitate more effective work is also very important. By increasing effectiveness, village officials can not only improve individual performance but also the overall performance of the village organization, so that the public services provided become more responsive and of high quality. The results of this study emphasize that work effectiveness is a key component in creating high-performance village officials who are able to meet the expectations of the community in Pabedilan District, Cirebon Regency.

The results of this study are in line with previous studies such as: work effectiveness affects employee performance at the Bandar Lampung Social Security Administration (BPJS) (Purnama, 2018) ; work effectiveness affects employee performance variables at PT Jefrindo Consultant Medan (Halawa, 2019) ; there is an effect of effectiveness on performance of 95.9% (Nelson, 2020) ; there is a partial effect of work effectiveness on employee performance with a significant effect by obtaining a value of 6,084 (Dewi, 2023)

c. The influence of integrity on the performance of village officials in Pabedilan District, Cirebon Regency

The results of this study prove that integrity has a positive and significant effect on the performance of village officials in Pabedilan District, Cirebon Regency , meaning that *the third hypothesis can be accepted*. The results of this study prove that integrity has a positive and significant effect on the performance of village officials in Pabedilan District, Cirebon Regency. This shows that the high level of integrity among village officials is directly proportional to the increase in their performance. The third hypothesis stating that integrity has a significant effect on the performance of village officials can be accepted based on these findings. Integrity, which includes honesty, transparency, and accountability, is an important foundation in building public trust and increasing the effectiveness of public services.

This study reveals that the integrity of village officials is not only important to maintain public trust but also to ensure that tasks are carried out in accordance with ethical and legal principles. Village officials with high integrity tend to carry out their duties with honesty, avoid corruption, and are transparent in decision-making. This not only improves the reputation of village officials but also ensures that public resources are managed well and appropriately. When the community sees that village officials work with integrity, they are more likely to participate in

the village development process and support the programs being implemented.

Furthermore, the results of this study emphasize the need for ongoing efforts to promote and strengthen integrity among village officials. This can be done through work ethics training, strict implementation of codes of ethics, and effective monitoring mechanisms. Local governments need to provide a work environment that supports and encourages behavior with integrity, and provide strict sanctions for ethical violations. By strengthening integrity, village officials can work more efficiently and effectively, and provide better services to the community. The findings of this study underline that integrity is one of the main pillars that supports the performance of village officials in Pabedilan District, Cirebon Regency, and plays an important role in creating good and transparent governance.

The results of this study are in line with previous studies such as: integrity has a significant effect on the performance of village officials in Sawahlunto City (Putra, 2021b) ; integrity has a positive effect on auditor performance (Oktavia, 2019) ; integrity has a significant effect on the performance of village officials in Sawahlunto City (Putra, 2021a) ; integrity has a positive and significant direct effect on performance at the Harbormaster and Port Authority Office of Manado City (Wetik et al., 2018) ; integrity has a significant positive effect on employee performance at PT Latexindo Toba Perkasa Binjai (Pranoto, 2019)

d. The influence of service quality, effectiveness, and integrity together on the performance of village officials in Pabedilan District, Cirebon Regency

The results of this study prove that service quality, effectiveness, and integrity have a positive and significant effect on the performance of village officials in Pabedilan District, Cirebon Regency , meaning that ***the fourth hypothesis is accepted***. The results of this study prove that service quality, effectiveness, and integrity together have a positive and significant effect on the performance of village officials in Pabedilan District, Cirebon Regency. This shows that when high service quality is combined with a good level of effectiveness and high integrity among village officials, their performance tends to increase significantly. The fourth hypothesis which states that the combination of service quality, effectiveness, and integrity has an effect on the performance of village officials can be accepted based on these findings.

This study reveals that the combination of these three factors complement each other in supporting the achievement of optimal performance of village officials. Good service quality not only includes aspects of responsive and quality service, but also demands a level of effectiveness in managing administrative tasks and solving problems. High integrity among village officials ensures that the service process and management of public resources run transparently, honestly, and accountably. When these three factors are realized simultaneously, village officials are able to build public trust and increase efficiency in providing the services needed.

Furthermore, these findings emphasize the importance of a holistic approach to improving the performance of village officials. Local governments need to develop policies that not only focus on improving the quality of services, but also on increasing the effectiveness and strengthening the integrity of village officials. This can be done through comprehensive training and skills development programs, the implementation of an effective monitoring system, and the application of a strict and clear code of ethics. Support from local governments is essential to creating a working environment that supports best practices in public service.

In addition, the results of this study provide implications that investment in adequate human resources and administrative infrastructure is also a supporting factor in improving the quality of services, effectiveness, and integrity of village officials. By creating optimal working conditions, local governments can provide the necessary encouragement for village officials to perform better and provide better services to the community. Overall, these findings underline the importance of a comprehensive and integrated approach in improving the performance and accountability of village officials in Pabedilan District, Cirebon Regency.

4. CONCLUSION

Based on the results of the study and discussion, it can be concluded that service quality has a positive and significant effect on the performance of village apparatus in Pabedilan District, Cirebon Regency by 25.6%. Effectiveness has a positive and significant effect on the performance of village apparatus in Pabedilan District, Cirebon Regency by 12.1%. Integrity has a positive and significant

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effect on the performance of village apparatus in Pabedilan District, Cirebon Regency by 28.6%. Service quality, effectiveness, and integrity together have an effect on the performance of village apparatus in Pabedilan District, Cirebon Regency by 60.1%, while the remaining 39.90% (1 - 0.601) is explained by variables other than the independent variables in the study.

Suggestion

Based on the research results, there are several suggestions that are expected to improve the quality of public services in Pabedilan District, Cirebon Regency. First, for the Pabedilan District Office, it is important to allocate more investment in training and development of village apparatus human resources which includes improving service quality, work effectiveness, and integrity. Policies that support best service practices and effective monitoring systems are also needed to ensure accountability and transparency of administration. Second, for Village Apparatus Employees, it is recommended to continue to increase commitment in providing quality and integrity public services, by focusing on skills development, maintaining work ethics, and utilizing information technology to support productivity. Third, for the community, active participation in monitoring and providing feedback on the performance of village apparatus is very important, including the use of existing complaint mechanisms and education regarding public service rights. With the implementation of these suggestions comprehensively, it is hoped that a better relationship between village apparatus and the community can be created, and the quality of public services will increase.

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