Analysis of the Influence of the Performance of Pematang Serai Langkat Village Apparatus in Improving the Quality of Public Services Through Communication as an Intervening Variable

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Abstract

The main objective of this study is to analyze the effect of device performance in improving the quality of public services through communication as an intervening variable. The location of the study was in Pematang Serai Village, Langkat Regency. This study was conducted from February to May 2024. The research sample was all village apparatuses as many as 20 respondents. The analysis method used was SEM-PLS analysis with the help of PL S v 4 software. The results of the study showed that based on direct testing, there was a significant positive effect between Village Apparatus Performance (KPD) on Communication (KM). There was a significant positive effect between Village Apparatus Performance (KPD) on Public Service Quality (KPP). There was a positive but insignificant effect between Communication (KM) on Public Service Quality (KPP). The results of indirect testing showed There is a positive but insignificant influence between Village Apparatus Performance (KPD) on Public Service Quality (KPP) through Communication (KM).

Keywords: Village Apparatus Performance, Public Service Quality and Communication

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Introduction

Service is the most important aspect for the community because with the existence of public service, all their interests can be resolved in the Village Office, and the community can also learn to communicate well with the village officials. In (Undang-Undang Nomor 25, 2009) public service, it is explained that the state is obliged to serve every citizen and resident to fulfill their basic rights and needs within the framework of public service in accordance with the mandate of the Law of the Republic of Indonesia. Based on this Law, public service must be provided by the government to citizens by providing services that are in accordance with the expectations and needs of the community and implementing them by upholding the general principles of government that have been established.

In order to create a good service, of course the role of human resources or government apparatus becomes the main center in running an organization, the government is required to have competent, professional and integrity human resources in order to provide optimal service to the community. As according to Jackson in (Sinambela, 2016) Managing human resources (HR) is very important. In this case, human resources become the central point in achieving organizational goals. Human resources can be said to be qualified when employees or officers have the ability to carry out their main tasks and functions in accordance with the authority given to them. Human resources that have good performance will make it easier for the organization to achieve the vision, mission and goals of the organization.

Performance is basically what employees do or do not do and becomes a benchmark in achieving goals. The performance produced by employees in a government is determined by several factors that come from within the employee or from outside the individual employee. According to (Mangkunegara, 2016)states that performance is influenced by intrinsic factors and extrinsic factors of employees. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality. While the extrinsic factors that affect employee performance consist of physical and non-physical environments, leadership, vertical and horizontal communication, compensation, control in the form of facilities, workload training, work procedures, punishment systems and so on. According to Bambang Kuariyanto, (Mangkunegara, 2017) performance is defined as the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

Theoritical Review

Understanding Service Quality

According to (Tjiptono, 2016) defining service quality or service quality as a measure of how well the level of service provided is able to match customer expectations. Meanwhile, according to Parasuraman in Arni Purwani and (Wahdiniwaty, 2017) states that service quality is a comparison between the service felt (perception) by customers with the service quality expected by customers.

According to (Kotler & Keller, 2016) in (Sangadji & Sopiah, 2013) stating that the quality of service or service is a dynamic condition related to products, services, people, processes, and environments that meet or exceed expectations. Meanwhile, according to (Brata, 2003) stated that talking about the quality of service, its size is not only determined by the party serving but more determined by the party being served, because they are the ones who enjoy the service so they can measure the quality of service based on their expectations in meeting their satisfaction.

Understanding Public Services

The term service comes from the word "layan" which means helping to provide everything needed by others for the act of serving. Basically every human being needs service, even in the extreme it can be said that service cannot be separated from human life (Sinambela, 2019). Meanwhile, the term public comes from the English word public which means general, society, country. The word public has actually been accepted into Standard Indonesian as Publik which

means general, many people, crowded. Several experts who provide an understanding of public service include (Kurniawan, 2005), who say that public service is the provision of services (serving) the needs of other people or the community who have an interest in the organization in accordance with the basic rules and procedures that have been set.

According to (Ratminto, 2005) defines that public service or general service can be defined as all forms of service, both in the form of public goods and public services which in principle are the responsibility and implemented by government agencies at the center, in the regions, and in the environment of State-Owned Enterprises or Regional-Owned Enterprises, in order to fulfill the needs of the community or in order to implement the provisions of laws and regulations. There are 3 (three) important elements in public service, namely:

a. The service provider organization is the Regional Government.
b. Service recipients (customers) are people or communities or organizations that concerned.
c. Satisfaction given and/or received by service recipients (customers).

Definition of Performance

Performance comes from the word *Job performance,* which is the work achievement achieved by someone. Performance is translated into performance, also meaning work achievement, work implementation, work achievement or work results, work appearance (State Administration Institute, 1992), while according to (Mangkunegara, 2016) the definition of performance (work achievement) is the work result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Low employee performance will be a problem for an organization or institution, because the performance produced by employees is not in accordance with what is expected by the organization. To provide an overview of employee performance, here are some explanations related to employee performance. Performance can also be interpreted as an achievement that can be achieved by an organization in a certain period. The achievement in question is the operational effectiveness of the organization both in terms of managerial and operational economics.

While human resource performance is a term derived from the word *Job Performance* or *Actual Performance* , meaning work performance or actual performance achieved by a person. The definition of employee performance put forward by (Bambang Kusriyanto, 1991) in Human Resource Performance Evaluation (Mangkunegara, 2016)is "Comparison of results achieved with the participation of labor per unit of time (usually per hour)". Furthermore, (Mangkunegara, 2016) employee performance (work performance) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Performance can be interpreted as an employee's work performance towards the organization in which he works and is *a* combination of ability and effort made to produce the best performance.

According to Eckel et al. in the team compiling the development of the government performance accountability system (2016), the performance measurement framework is as follows:

a. Developing corporate policies including general objectives
b. Creating performance measures
c. Creating a system for collecting and reporting information
d. Implementing programs, monitoring, creating and implementing responses-corporate response to work results.

In addition, there are several requirements that must be met in performance measurement standards, including:

a. Performance standards must be relevant to the individual and the organization.

b. Performance standards must differentiate between good and average job performers. and bad.
c. Performance standards must be expressed in numbers.
d. Performance standards must be easy to measure
e. Performance standards must be understood by employees and supervisors.

Definition of Communication

Communication is a process of interaction to exchange information with the aim of influencing the attitudes and behavior of others (Koesomowidjojo, 2021). Whether through media or directly through speech, text, images, symbols or certain code forms, human life cannot be separated from nonverbal and verbal communication. Communication according to Dede is the art of conveying information, ideas, and views that are important to be conveyed by others, so that the recipient understands, appreciates and can receive the information well (Abdoellah, 2019).

The form of communication can depend on the methods and technologies used, the media used, and the factors that inhibit and support communication in the organization (Koesomowidjojo, 2021).

Research Methods

Research Approach

This research method is a quantitative research method using research data in the form of numbers and analysis using statistics. In collecting the data using research instruments, data analysis is quantitative with the aim of testing the established hypothesis.

1. Population and Sample

According to (Sugiyono, 2018) the population, it can be interpreted as a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study was all village officials of Pematang Serai Langkat as many as 20 respondents.

Meanwhile, the sample according to (Sugiyono, 2018) states that the sample is part of the number and characteristics possessed by the population. According to Arikunto (2012:104) if the population is less than 100 people, then the number of samples is taken as a whole, but if the population is more than 100 people, then 10-15% or 20-25% of the population can be taken. In this study, the population was less than 100 respondents, so the author took 100% of the population in the Pematang Serai Langkat Village apparatus, namely 20 respondents.

Research Results and Discussion

Research result

1. Characteristics of Research Respondents

The population in this study was all the Village Apparatus of Pematang Serai, Langkat Regency, totaling 20 people. So that the sample was 20 people. The instrument used in this study was a questionnaire that was given directly to the respondents who were the research location. The characteristics of the research respondents based on gender, age and length of service will be explained in the Table, as follows:

Table 1. Respondent Characteristics

No	Characteristics	Amount	Percentage
1.	Gender		
	1. Man	13	65.0
	2. Woman	7	35.0
Total		**20**	**100**
2.	Age		

No	Characteristics	Amount	Percentage
	1. 21-30 years	2	10.0
	2. 31-40 years	13	65.0
	3. 41-50 years	4	20.0
	4. >50 years	1	5.0
Totally		**20**	**100**
3.	Length of work		
	1. 1-5 years	10	
	2. 6-10 years)	6	44.0
	3. >10 years	4	30.0
Totally		**20**	**100**

Source: SPSS v. 25 Output (Processed Data, 2024)

From Table 1. can be seen the description of the gender, age, and length of service of the respondents. When viewed from the gender of male respondents more than female, namely 13 men (65.0%) and 7 women (35.0%). From the age, the majority ranged from 21-30 years old as many as 2 people (10.0%), 31-40 years old as many as 13 people (65.0), 41-50 years old as many as 4 people (20.0) and age> 50 years as many as 1 person (5.0%).

2. Outer Model Evaluation

According to (Ghozali & Latan, 2014), the measurement model test shows how the manifest or observed variables present the latent variables to be measured. The measurement model evaluation is carried out to test the validity and reliability of the model.

a. Validity Test

According to (Ghozali & Latan, 2014) the validity test used to measure the validity or validity of the questionnaire. This validity test needs to be done in order to find out whether the measuring instrument that is compiled really measures what needs to be measured. This measurement is done because the preparation of this research questionnaire is based on the theoretical construction of each research variable. Then from these variables the indicators are sought, then described in each item in the questionnaire. There are two criteria for assessing the validity test in the outer model, namely *convergent validity* and *discriminant validity*. *Convergent validity* of the measurement model with reflective indicators is assessed based on the correlation between item *score components scores* calculated using PLS.

The measure of individual reflexiveness is stated as high if *the loading factor value* is more than 0.7 with the construction measured for confirmatory research *and* the *loading factor value between 0.6 - 0.7 for exploratory* research is still acceptable and *the Average Variance Extracted* (AVE) value must be greater than 0.5. However, according to Chin in Ghozali and Latan (2015: 74) for early stage research of developing a measurement scale, the loading factor value of 0.5 - 0.6 is still considered quite adequate. *The discriminant validity* of the measurement model with reflective indicators is assessed based on cross loading for each variable must be greater than 0.07.

If the correlation of a construct with a measurement item is greater than the measure of another construct, then it indicates that the latent construct predicts the measure of its block better than the other blocks. Another way to measure and test *discriminant validity* is to compare the square root of *the Average Variance Extracted* (AVE) for each construct with the correlation value between the construct and other constructs in the model. According (Fornell & Larcker, 1981) to (Ghozali & Latan, 2014)good discriminant validity, the square root of the AVE for each construct is greater than the correlation between the constructs in the model.

b. Reliability Test

According to (Ghozali & Latan, 2014) stating that reliability is actually a measuring tool to measure a questionnaire which is an indicator of a variable or construct. Reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. Measuring the reliability test of a construct with a reflective indicator can be done in two ways, namely *Cronbach Alpha* and *Composite Reliability*. A construct is said to be reliable if the *Cronbach Alpha* and *Composite Reliability values* are more than 0.7 for confirmatory research and a value of 0.6 - 0.7 is still acceptable for exploratory research. The results of the reliability test can be seen in the following results:

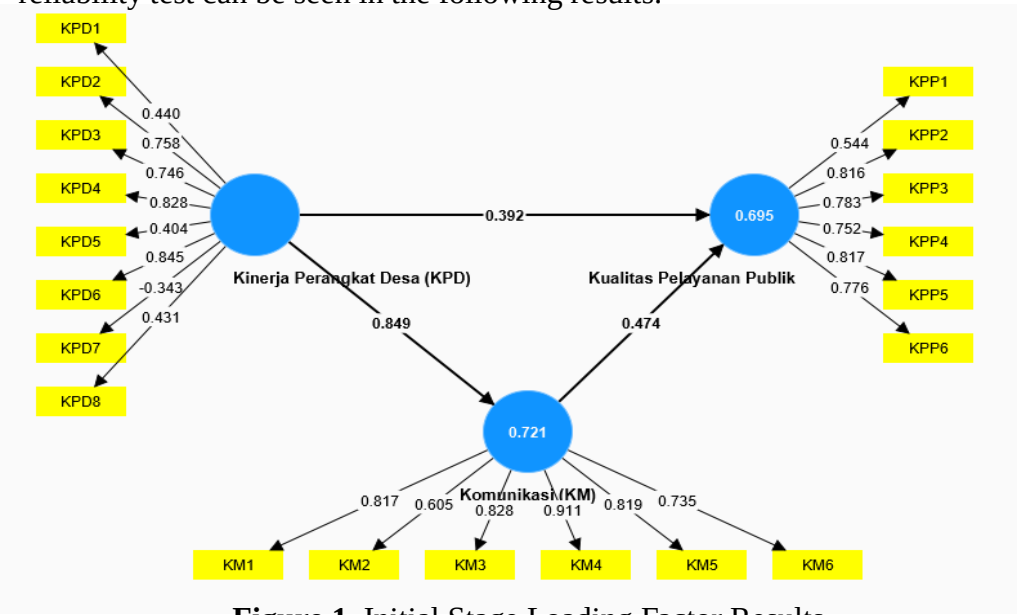

Figure 1. Initial Stage Loading Factor Results
Source: SmartPLS v.4 Output Results, Processed Data, 2024

Table 2. Outer Loading Initial Stage

	Village Apparatus Performance (KPD)	Communication (KM)	Public Service Quality (KPP)
KM1		**0.817**	
KM2		**0.605**	
KM3		**0.828**	
KM4		**0.911**	
KM5		**0.819**	
KM6		**0.735**	
KPD1	**0.440**		
KPD2	**0.758**		
KPD3	**0.746**		
KPD4	**0.828**		
KPD5	**0.404**		
KPD6	**0.845**		
KPD7	**-0.343**		
KPD8	**0.431**		
KPP1			**0.544**
KPP2			**0.816**
KPP3			**0.783**

KPP4	**0.752**
KPP5	**0.817**
KPP6	**0.776**

Source: SmartPLS v.4 Output Results, Processed Data, 2024

Based on Figure 1. and Table 2, it shows that there are indicators that have not reached *a loading factor* above 0.5. The loading factor values that are less than 0.5, namely: KPD1, KPD5, KPD7 and KPD8 will be eliminated from the model and recalculated. The calculation results after the indicators are eliminated are presented in Figure 2 and Table 3, as follows:

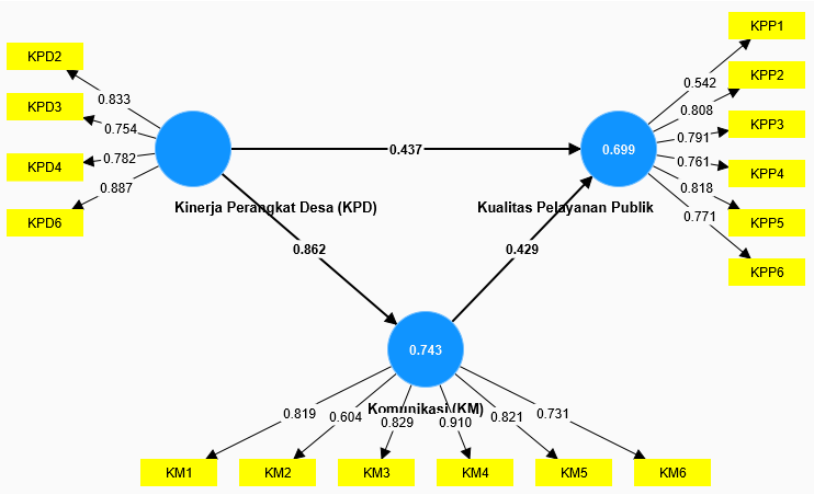

Figure 2. Second Stage Loading *Factor* Results
Source: SmartPLS v.4 Output Results, Processed Data, 2024

Table 2. Second Stage Outer Loading

	Village Apparatus Performance (KPD)	Communication (KM)	Public Service Quality (KPP)
KM1		**0.819**	
KM2		**0.604**	
KM3		**0.829**	
KM4		**0.910**	
KM5		**0.821**	
KM6		**0.731**	
KPD2	**0.833**		
KPD3	**0.754**		
KPD4	**0.782**		
KPD6	**0.887**		
KPP1			**0.542**
KPP2			**0.808**
KPP3			**0.791**
KPP4			**0.761**
KPP5			**0.818**
KPP6			**0.771**

Source: SmartPLS v.4 Output Results, Processed Data, 2024

From the results of data processing with SmartPLS shown in Figure 2 and Table 3, all indicators in each variable in this study have a *loading factor value* greater than 0.5 and are said to be reliable. Analysis *outer model* continued by looking at *the internal consistency reliability*

of each construct. *Internal consistency reliability* assessment is carried out on each construct. Values *composite reliability* from each construct expected at least 0.7. Algorithm results SmartPLS on *composite reliability* each construct.

Table 3. *Cronbach's Alpha* (CA), *Composite Reliability* (CR) & *Average Variance Extracted* (AVE) Values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Village Apparatus Performance (KPD)	0.833	0.852	0.888	0.665
Communication (KM)	0.878	0.9	0.908	0.627
Public Service Quality (KPP)	0.844	0.845	0.886	0.569

Source: SmartPLS v.4 Output Results, Processed Data, 2024

Based on Table 4, it shows that each construct has met the criteria. *outer model* reliability assessment. Construct reliability is measured by three different criteria, namely *Croncbach's Alpha* (CA) *Composite Reliability* (CR) and *Average Variance Extracted* (AVE). A construct is declared reliable if the value of *Croncbach's Alpha* (CA) is more than 0.6, *Composite Reliability* (CR) is more than 0.7 and the value of *Average Variance Extracted* (AVE) is greater than 0.5. Thus test *outer model* continued to the next stage validity *outer model* .

Discriminant validity is testing that the measuring instrument accurately measures the construct being measured, not another construct. The validity of the instrument is determined not only by convergent validity but also by discriminant validity. For testing discriminant validity, it can be seen from the *cross loading value* and the AVE root of the construct (Ghozali, 2013). Another method that can be used to assess discriminant validity is based on *the Fornel Larcker criterion and the loading* and *cross loading* indicator values . The *cross loading value* can be seen in Table 4.5, below:

Table 4. *Cross* Loading Value

	Village Apparatus Performance (KPD)	Communication (KM)	Public Service Quality (KPP)
KM1	0.629	0.819	0.695
KM2	0.464	0.604	0.384
KM3	0.712	0.829	0.678
KM4	0.820	0.910	0.715
KM5	0.762	0.821	0.787
KM6	0.643	0.731	0.465
KPD2	0.833	0.679	0.626
KPD3	0.754	0.496	0.434
KPD4	0.782	0.813	0.726
KPD6	0.887	0.751	0.767
KPP1	0.637	0.612	0.542
KPP2	0.655	0.669	0.808
KPP3	0.667	0.652	0.791
KPP4	0.484	0.479	0.761
KPP5	0.577	0.544	0.818
KPP6	0.561	0.620	0.771

Source: SmartPLS v.4 Output Results, Processed Data, 2024

In Table 5, it shows that the *loading factor value* of each variable is greater than the *cross loading value*. Therefore, this shows that all indicators of all variables used in this study are declared valid. *Discriminant validity* can also be seen from the AVE (*Average Variance Extracted*) value. The criteria for a good AVE *Fornel-Larcker criterion* is above 0.5.

If the calculation results of *the Fornel-Larcker Criterion* show that the AVE root value of each construct is greater than the correlation value between one construct and another, then the discriminant validity is declared good. The discriminant validity value based on *the Fornel-Larcker Criterion* in this research model can be seen in Table 6 below:

Table 5. Cross Value - Criterion

	Village Apparatus Performance (KPD)	Communication (KM)	Public Service Quality (KPP)
Village Apparatus Performance (KPD)	0.816		
Communication (KM)	0.862	0.792	
Public Service Quality (KPP)	0.807	0.806	0.754

Source: SmartPLS v.4 Output Results, Processed Data, 2024

Based on Table 6, the results of the discriminant validity assessment using the calculation method of the *Fornell-Larcker Criterion* show that the root value of the AVE *Fornell-Larcker Criterion* for each construct has a greater value when compared to the correlation between constructs. With thus, *discriminant validity The Fornell-Larcker Criterion* shows that the model and indicators of the construct is valid.

3. Inner Model Evaluation

The inner model or what is called the structural model defines the relationship between latent constructs by looking at the results of the parameter coefficient estimates and their level of significance (Ghozali, 2013). The magnitude of the value coefficient track or inner model show the magnitude influence from variable latentexogenous to variable latent endogenous. Mark *standardized coefficient path* shown by arrow connection variable latent. If mark *standardized path coefficient* ≥ 0.1 then the influence of exogenous variables on endogenous variables significant (the greater the value, the greater the influence). It can also be assessed through score coefficient track Which shown by mark T-statistic, Where its valuemust ≥ 1.96 For testing two direction (*two tailed*) And ≥ 1.64 For testing Onedirection (*one tailed*) at α = 5% (Hair et al., 2019). The results can be seen in the following figure:

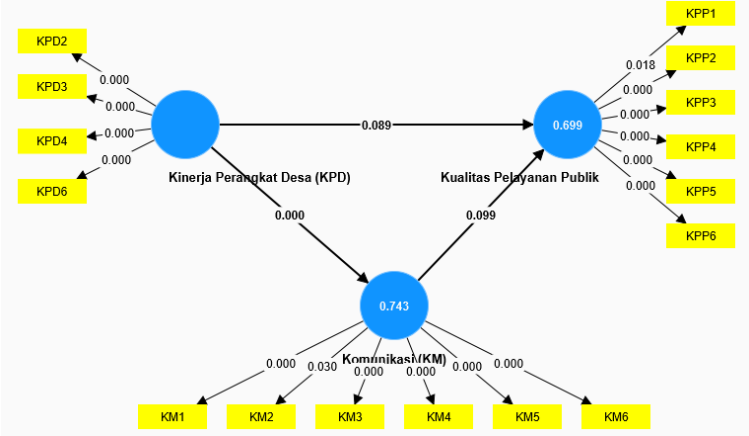

Figure 3. Structural Model
Source: SmartPLS v.4 Output Results, Processed Data, 2024

The PLS R-Squares results present the magnitude of the construct variance explained by the model in Figure 3.

a. Inter-Variable Analysis

Variables Which analyzed on study This is Village Apparatus Performance, Public Service Quality and Communication are each compiled by research indicators. The magnitude of the influence or contribution of variables to each indicator can be seen in the following table:

Table 6. Influence on Indicators of each Variable

	Original sample (O)	T statistics (|O/STDEV|)	P values
KM1 <- Communication (KM)	0.212	5.306	0,000
KM2 <- Communication (KM)	0.136	1,672	0.095
KM3 <- Communication (KM)	0.223	5.238	0,000
KM4 <- Communication (KM)	0.247	5,971	0,000
KM5 <- Communication (KM)	0.248	5.344	0,000
KM6 <- Communication (KM)	0.179	3,774	0,000
KPD2 <- Village Apparatus Performance (KPD)	0.301	5,694	0,000
KPD3 <- Village Apparatus Performance (KPD)	0.215	3.103	0.002
KPD4 <- Village Apparatus Performance (KPD)	0.355	5,844	0,000
KPD6 <- Village Apparatus Performance (KPD)	0.349	5.427	0,000
KPP1 <- Public Service Quality (KPP)	0.233	3,892	0,000
KPP2 <- Public Service Quality (KPP)	0.247	4.109	0,000
KPP3 <- Public Service Quality (KPP)	0.246	4,523	0,000
KPP4 <- Public Service Quality (KPP)	0.180	3.496	0,000
KPP5 <- Quality of Public Services (KPP)	0.210	5.016	0,000
KPP6 <- Quality of Public Services (KPP)	0.221	4.463	0,000

Source: SmartPLS v.4 Output Results, Processed Data, 2024

Based on Table 7, show that each indicator of each variable has a value (P-Values = 0.000 < 0.05) 2, meaning that each indicator has a positive and significant influence on the variables of this study. There is 1 (one) variable that has a value above 0.05, namely KM2.

Table 7.- Squares Value

	R-square	R-square adjusted
Communication (KM)	0.743	0.728
Public Service Quality (KPP)	0.699	0.661

Source: SmartPLS v.4 Output Results, Processed Data, 2024

This study uses 1 independent variable, namely Village Apparatus Performance (KPD) which is influenced by the dependent variable, namely Public Service Quality (KPP) and

Intervening Variable (KM). Table 8 shows the R-square value for the Communication variable (KM) of 0.743 or 74.3%. The Public Service Quality variable (KPP) is 0.699 or 69.9%.

b. Direct Effects Models

Table 9. Direct Effects Models

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Village Apparatus Performance (KPD) -> Communication (KM)	0.862	0.873	0.04	21,611	0,000
Village Apparatus Performance (KPD) -> Public Service Quality (KPP)	0.807	0.826	0.07	11,489	0,000
Communication (KM) -> Public Service Quality (KPP)	0.429	0.437	0.26	1,648	0.099

Source: SmartPLS v.4 Output Results, Processed Data, 2024

Based on the results in Table 9, the results of the direct influence of Village Apparatus Performance (KPD) with (P-Values = 0.000 <0.05) then the first hypothesis is accepted, meaning that there is a significant positive influence between Village Apparatus Performance (KPD) on Communication (KM) in Pematang Serai Village, Langkat.

The results of the direct influence of Village Apparatus Performance (KPD) with (P-Values = 0.000 <0.05) then the second hypothesis is accepted, meaning that there is a significant positive influence between Village Apparatus Performance (KPD) on the Quality of Public Services (KPP) in Pematang Serai Village, Langkat.

The results of the direct influence of Communication (KM) with (P-Values = 0.099 > 0.05) then the third hypothesis is rejected, meaning that there is a positive but insignificant influence between Communication (KM) on the Quality of Public Services (KPP) in Pematang Serai Village, Langkat.

c. Indirect Effects Models

Table 10. Indirect Effects Models

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Village Apparatus Performance (KPD) -> Communication (KM) -> Quality of Public Services	0.37	0.385	0.236	1.57	0.116

Source: SmartPLS v.4 Output Results, Processed Data, 2024

Based on the results in Table 10, the results of the indirect influence of Village Apparatus Performance (KPD) with (P-Values = 0.116 > 0.05) then the fourth hypothesis is rejected, meaning that there is a positive but insignificant influence between Village Apparatus

Performance (KPD) on Public Service Quality (KPP) through Communication (KM) in Pematang Serai Village, Langkat.

Discussion

1. The Influence of Village Apparatus Performance (KPD) on Communication (KM)

Based on the results of the direct influence test, it is known that the Performance of Village Apparatus (KPD) has a significant positive effect on Communication (KM), where the path coefficient value of the marketing strategy is 0.862 and its significance is 0.000 <0.05, which means that the Performance of Village Apparatus (KPD) has a significant positive effect on Communication (KM) in Pematang Serai Village, Langkat .

2. The Influence of Village Apparatus Performance (KPD) on the Quality of Public Services (KPP)

Based on the results of the direct influence test, it is known that the Performance of Village Apparatus (KPD) has a significant positive effect on the Quality of Public Services (KPP), where the path coefficient value of the marketing strategy is 0.807 and its significance is 0.000 <0.05, meaning that the better the performance of the village apparatus, the better the quality of public services provided to the community.

3. The Influence of Communication (KM) on the Quality of Public Services (KPP)

Based on the results of the direct influence test, it is known that Communication (KM) has a positive but not significant effect on the Quality of Public Services (KPP), where the path coefficient value of the marketing strategy is 0.429 and its significance is 0.099 <0.05, meaning that although good communication can improve the quality of public services, its effect is not very significant.

4. The Influence of Village Apparatus Performance (KPD) on the Quality of Public Services through Communication (KM)

Based on the results of the indirect influence test, it is known that Village Apparatus Performance (KPD) has a positive but not significant effect on the Quality of Public Services (KPP) through Communication (KM) where the path coefficient value of the marketing strategy is 0.037 and its significance is 0.116 <0.05, this means that although good communication can improve the quality of public services, its influence is not too large.

Conclusion

1. Improving Village Apparatus Performance
   a. Strengthening the capacity of village officials through training and seminars to improve their knowledge, skills and professionalism in carrying out their duties and functions.
   b. Improve coordination between village officials to create synergy and effectiveness in implementing programs and activities.
   c. Increasing the availability of resources, such as funds, equipment, and infrastructure, to support the implementation of village apparatus tasks and functions.
2. Improving Communication Quality
   a. Increase the frequency and quality of communication between village officials and the community through various media, such as village meetings, information boards, village websites, and village communication forums.
   b. Increasing openness and transparency of village officials in delivering information to the community.
   c. Increasing ease of access to information for the community through various channels, such as village websites, service hotlines, and social media.
3. Increasing Community Participation

a. Increasing community participation in the decision-making process and program implementation through village communication forums, village deliberations, and other activities.
b. Increasing public awareness of the importance of their role in improving the quality of public services.
c. Improving education and training for the community about their rights and obligations in receiving public services.

4. Further Research
   a. Conduct further research to identify other factors that influence the quality of public services besides Village Apparatus Performance (KPD), Communication (KM), and community participation.
   b. Conduct research in other villages to find out whether the results of this research can be generalized to other villages.
   c. Conducting longitudinal research to see the development of the influence of Village Apparatus Performance (KPD) on the Quality of Public Services (KPP) through Communication (KM) within a certain period of time.

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