

# **Organizational Communication Culture in Village Governments and the Quality of Administrative Services in Sidoarjo District of Indonesia**

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## **Abstract**

*Organizational communication culture in Indonesia, especially in Sidoarjo, still faces challenges in the form of ineffective interaction between the village government and the community, which results in low understanding and participation of residents in utilizing administrative services. The purpose of this study is to explain the influence of organizational communication culture of village government on the quality of administrative services in the village. This quantitative study uses a simple random sampling technique in data collection. Primary data collected from 106 village government officials in Sidoarjo Regency as respondents were processed and analyzed using multiple linear regression analysis. The results of the analysis show that organizational communication culture has a significant influence of 84.6% on the quality of administrative services, with accountability (66%) and teamwork (46.1%) as the dominant factors that strengthen service quality. In contrast, the variables of community service (-69.2%), openness of communication (-63.5%), and coordination (-65.6%) actually have a negative impact on the quality of administrative services. Based on these findings, the study recommends the need to improve communication culture in village government organizations as a strategic step to improve the quality of administrative services and increase responsiveness to community needs.*

**Keywords:** *Organizational Communication Culture; Administrative Service Quality; Accountability; Cooperation.*

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# **Budaya Komunikasi Organisasi Pemerintah Desa dan Kualitas Pelayanan Administrasi Desa di Kabupaten Sidoarjo**

## **Abstrak**

Budaya komunikasi organisasi di Indonesia, khususnya di Sidoarjo, masih menghadapi tantangan berupa kurang efektifnya interaksi antara pemerintah desa dan masyarakat, yang berdampak pada rendahnya pemahaman serta partisipasi warga dalam memanfaatkan layanan administrasi. Tujuan penelitian ini adalah menjelaskan pengaruh budaya komunikasi organisasi pemerintah desa terhadap kualitas pelayanan administrasi di desa. Penelitian kuantitatif ini

menggunakan teknik simpel random sampling dalam pengumpulan datanya. Data primer yang terkumpul dari 106 aparatur pemerintah desa di Kabupaten Sidoarjo sebagai responden diolah dan dianalisis dengan menggunakan analisis regresi linier berganda. Hasil analisis menunjukkan bahwa budaya komunikasi organisasi memberikan pengaruh signifikan sebesar 84,6% terhadap kualitas pelayanan administrasi, dengan akuntabilitas (66%) dan kerjasama tim (46,1%) sebagai faktor dominan yang memperkuat kualitas pelayanan. Sebaliknya, variabel pelayanan masyarakat (-69,2%), keterbukaan komunikasi (-63,5%), dan koordinasi (-65,6%) justru memberikan dampak negatif terhadap kualitas layanan administrasi. Berdasarkan temuan ini, penelitian merekomendasikan perlunya peningkatan budaya komunikasi dalam organisasi pemerintah desa sebagai langkah strategis untuk memperbaiki kualitas pelayanan administrasi dan meningkatkan responsivitas terhadap kebutuhan masyarakat.

**Kata Kunci:** *Budaya Komunikasi Organisasi; Kualitas Pelayanan Administrasi; Akuntabilitas; Kerjasama.*

## INTRODUCTION

Communication culture is the process of conveying messages based on customs and habits to achieve certain goals (Aririguzoh, 2022; Alief & Luqman, 2024). Communication culture is made up of values formed through continuous interaction between individuals (Sahadevan & Sumangala, 2021). A good communication culture aims to build shared understanding, encourage diverse perspectives, and support organisational change through transparent communication, which increases employee satisfaction, reduces misunderstandings, and strengthens the organisation's image (Banjarnahor et al., 2023; Gamage, 2022; Juliawati et al., 2024; Mizrak, 2023; Nordby, 2020; Urbani et al., 2023). Organisational communication culture is important to improve the quality of administrative services, because effective communication encourages community participation, builds trust, increases the responsiveness of village governments (Fetni et al., 2024).

Problems with organisational communication culture in Indonesia, especially in village administrative services, are often caused by a lack of effective

communication between the village government and the community. One of the main issues is the lack of transparency, where people feel uninformed about policies and programmes, which can lead to distrust (Herawati & Priadi, 2025).

Based on the research conducted, it was found that organizational culture has a positive impact on the quality of public services (Akbar et al., 2023; Hamsiah et al., 2022; Herdiana & Nugraha, 2021; Tui et al., 2024; Umula et al., 2023). Other research shows that coordination between units has a significant effect on the quality of public services, where good coordination can improve service quality (Fajrina et al., 2024; Lubis & Ginting, 2024; Nainggolan et al., 2022; Rahmatika, 2022). Furthermore, open communication allows for more effective information exchange between employees and the public, which in turn can improve service quality (Amal et al., 2020; Jamalani et al., 2023; Nababan, 2020; Rosmajudi, 2020). Further research emphasises the importance of team collaboration in improving the quality of administrative services, as this can increase effectiveness and efficiency in completing tasks (Rahmawati & Supriyanto, 2020; Subayanti, 2024; Takdir, 2020; Yusuf, 2023).

Finally, accountability has a positive effect on the quality of administrative services, by ensuring that institutions are accountable, which can increase transparency and public trust (Andika et al., 2023; Gofur, 2023; Sholichah, 2021).

Public service innovation in Indonesia is growing rapidly through e-government, which utilises information and communication technology to support government administration and the provision of public services online (Tasyah et al., 2021). Several public service innovation applications in Indonesia, such as SIPRAJA, SIGAP 300s 2.0, SIPPADU, SILO, and SiHubin, demonstrate the government's efforts to improve service quality through the use of information technology. The SIPRAJA programme is a new service innovation that originated from the creative ideas of the Sidoarjo Regency government (Saputra & Widiyarta, 2021). The Sidoarjo District Government has implemented e-government through SIPRAJA services, in accordance with Regent Regulation Number 46 of 2018, to improve the quality, efficiency, and transparency of public services in order to achieve Good Governance (Gamaputra et al., 2022; Suhartatik & Rodiyah).

The results of initial observations show that the use of the SIPRAJA (Village Service Information System) application in the village has not been implemented and socialised optimally. Only a small part of the community has received socialisation about this application, so the community's understanding of SIPRAJA is still very limited. The results of an interview with the village official Ibu Farida in Sidoklumpuk Village:

*"Socialisation related to the SIPRAJA application was carried out last month, but only some of the community attended, because most of them were working." Then she said 'We have provided online-based services and can be done at home to streamline time, but still the elderly must go to the office to take care of the files accompanied by their children who also do not understand technology and the SIPRAJA application.'"*

Only some parents know about this application, while the elderly are not at all familiar with how to use it. The purpose of developing the SIPRAJA application is to utilise the advanced technology available today, so that people can take care of village administration online (Nur Habibah et al., 2024). With this application, it is hoped that people no longer need to go to the village office, but simply use their mobile devices (Saputra & Widiyarta, 2021). However, many still have difficulty using the application, especially the elderly who have to come in person. The low understanding of the community is caused by ineffective communication between the village government and the community, as well as village employees who do not fully understand the application, so that the quality of administrative services becomes less than optimal.

The next observation is that there is no village website that can facilitate the service process through online and can be anytime and anywhere, and village officials do not understand the procedures for creating a village website. The results of an interview with village official Muhammad Ilyas in Jati Village:

*"There is no village website in streamlining services in this village, so that many people queue in the process of processing documents or others."*

Without a website, the service process is not optimal, resulting in many people having to wait in queues. This lack of understanding of the importance of the website is due to a lack of knowledge among village officials and ineffective communication between the village government and the community, resulting in unsatisfactory service quality.

Subsequent observations in the service to fulfil the needs of the community were lacking, especially for priority communities, namely pregnant women, the elderly and people with disabilities, thus affecting the comfort and safety of priority communities. The results of an interview with village official Beni Susanto in Cangkringturi Village:

*"We know that services for people in need, such as pregnant women, the elderly, and people with disabilities, are still not good enough. We have to pay more attention and provide better facilities so that they feel comfortable and safe when getting services."*

Until now, services to fulfil the needs of the community, especially for priority groups such as pregnant women, the elderly, and the disabled, have been poor. This low quality of service is due to a lack of attention and adequate facilities, which affects their comfort and safety in accessing services.

Recent observations show that the service in responding to public complaints is lacking, especially in terms

of responsiveness to public input. This has an impact on people's comfort and trust in the services provided.

*"The number of us at the village office is limited, so sometimes we are slow in responding to complaints from residents, especially when it is crowded, and we are also still learning to manage online services so that residents can find it easier, but with a small number of administrators, we do have limits."*

To date, the service in responding to community complaints is still fairly poor, especially in terms of responsiveness to input from residents. The low quality of service is due to a lack of human resources and adequate facilities, which affects the comfort and trust of the community in the services provided.

The research revealed that the quality of administrative services in several research sites did not meet the expectations of the community, with negative gap scores across all service dimensions (Wibowo & Mursyidah, 2022). Although organisational communication theory suggests that a good communication culture should improve service quality and accountability, there is little research that makes an in-depth link between organisational communication culture and improvements in administrative service quality. Findings highlight that transparency and accountability issues hinder service quality, but existing research has not sufficiently explored how good communication culture can be integrated to improve public service delivery at the village level (Surendry & Sukmana, 2022). Thus, there is an opportunity to fill this research gap by exploring

the relationship between organisational communication culture and efforts to improve administrative service quality.

Based on this explanation, this study aims to explain the effect of community service, accountability, openness of communication, teamwork, and coordination on the quality of administrative services in Sidoarjo Regency. In the context of this research, the object under study is the quality of village administrative services in Sidoarjo Regency, which is part of the local government's efforts to provide effective and efficient public services to the community. The research hypothesis states that community service, accountability, open communication, teamwork, and coordination affect the quality of village administration services in Sidoarjo Regency either simultaneously or partially. The characteristics of the research object include various aspects of service, such as community service, accountability, openness of communication, teamwork, and coordination between village officials, all of which play an important role in determining how good the service received by the community.

Community service is the core function of village government, covering services such as civil registration, health, education, and infrastructure. Service quality is influenced by the responsiveness and effectiveness of village officials in meeting community needs. Good services increase community satisfaction and strengthen the relationship between the village government and its citizens. Accountability in village administration services is the responsibility of village officials to provide clear and transparent reports on activities, budget

use, and programme results. Openness of communication is the ability of the village government to convey information clearly and openly to the community through various channels, such as social media, websites, and direct meetings. It also includes listening to community input and complaints, so that they feel heard and valued. Teamwork among village officials is important to create synergy in public services, where each member has a different role. Good collaboration increases the efficiency and effectiveness of administrative tasks and enables the sharing of knowledge and experience, thus increasing the team's capacity to deliver better services. Coordination among village officials involves organising relationships between different units within the village administration to ensure all are working towards the same goal and avoid overlapping tasks.

The actual conditions behind this study show that despite efforts to improve services, there are still many challenges faced, such as a lack of public understanding of service applications, limited human resources, and ineffective communication between the village government and the community. This phenomenon is relevant in the context of communication science because it reflects how organisational communication culture can affect the quality of public services. Despite previous research by (Patricia Chandra & Efendi, 2024) on public services, there is still a lack of understanding how communication and teamwork factors contribute to the quality of village administration services. Therefore, this study is expected to provide new insights and practical recommendations to



improve service effectiveness in Sidoarjo Regency.

## LITERATURE REVIEW

### Organizational Communication Culture

This research draws on Michael Pacanowsky and Nick O'Donnell Trujillo's theory of organizational communication culture, which states that interactions and symbols in organizations form a culture that influences the behavior and communication of its members (Fauzi, 2020; S. Gonda et al., 2023). In the context of government, organizational communication culture reflects the noble values of the region and creates understanding that increases work comfort and government loyalty to the community (Fatra, 2021). Organizational communication culture is designed to remain balanced as a means of uniting the organization's vision and ensuring employees remain service-focused (Simanjuntak et al., 2022). According to research by (Abadi, 2015) organizational communication culture is an effective mindset and behavior in regulating individual behavior and the quality of community-oriented services, which is reflected through 1) responsive community service. Responsive community service is the government's ability to create harmony between the programs and activities implemented and develop programs that are in accordance with the needs and expectations of the community (Rasdiana & Ramadani, 2021). 2) Staff accountability. Staff accountability is the responsibility of employees to explain and account for every action and decision taken when carrying out their duties (Sholiha & Casmiwati, 2024). 3) Openness

of communication. Communication openness in the organization is a process in which information is conveyed honestly, accurately, and in a timely manner in order to create a healthy and productive work atmosphere (Midiando, 2019). 4) Team collaboration. Team collaboration is the ability to work flexibly, effectively, and fairly with others in completing common tasks (Zubaidah, 2018) and 5) Coordination between units to ensure harmonious and efficient work. Inter-unit coordination is a process that involves motivation, leadership, and communication with subordinates to achieve organizational goals (Morlian, 2016).

### Service Quality

Service quality theory by Parasurawan states that service quality is determined by the difference between customer expectations of service provider performance and their assessment of the services received (Parasuraman et al., 2017). Service quality, also known as service quality, refers to the extent of the difference between reality and customer expectations of the services they receive (Riyadin, 2019). Measurement of service quality in general can be done using the SERVQUAL method, which stands for service quality and has been developed by Parasuraman, Zeithaml, and Berry which consists of five dimensions which include: 1). Tangibles (Physical Evidence) includes all physical elements that can be seen by customers, such as facilities, equipment, and staff appearance. 2). Reliability is the organisation's ability to deliver promised services consistently and accurately. 3). Responsiveness is how quickly and effectively staff respond to

customer requests and needs. 4) Assurance relates to the knowledge, skills, and attitudes of staff in providing services. 5). Empathy emphasises the importance of attention and understanding of customer needs and feelings (Arya Astina et al., 2023).

## RESEARCH METHODS

This research uses a quantitative design with an explanatory approach. This research uses a type of quantitative method, which is a systematic scientific investigation of community service, accountability, openness of communication, teamwork, coordination, and the quality of village administration services. Phenomena and causal relationships use numerical data or qualitative data that are quantified through scoring, which are then analyzed with mathematical or statistical techniques (Machali, 2021; Rustamana et al., 2024). Quantitative methods view science as empirical research, where phenomena are represented through empirical indicators that reflect the truth, with the ontological assumption that there is a single truth and human objective reality is independent (Firmansyah et al., 2021). In Sidoarjo District, a quantitative approach can be used to analyze the impact of organizational communication culture on the quality of village administration services. This study aims to describe how effective communication can improve the quality of public services at the village level.

This study uses a sample of 106 villages represented by 1 respondent who is a village apparatus in Sidoarjo Regency with an understanding of IT and village administration services, from a total population of 353 villages. The sample

was selected using random sampling technique. Sidoarjo Regency was chosen as the research location because of weaknesses in organisational communication culture in the village government that have an impact on the quality of village administration services. This research was conducted in October 2024.

Primary data were collected through surveys, interviews, distributing questionnaires to village officials who understand IT, and observing the practice of organizational communication culture in the village. The questionnaire was developed based on the organizational communication culture variable (X), which includes community service (X1), the government's ability to align programs with activities and develop them according to community needs, accountability (X2), employee responsibility for actions and decisions in the task, open communication (X3), the delivery of honest, precise, and timely information to create a healthy and productive work environment, team collaboration (X4), the ability to work flexibly, effectively, and fairly on shared tasks, and coordination between units (X5), efforts to ensure harmonious and efficient work through motivation, leadership, and communication.

Primary data were collected through a survey by distributing questionnaires and face-to-face interviews to village officials who understand IT, as well as observations of organizational communication culture practices within the village officials. The questionnaire was compiled based on organizational communication culture variables (X), which include: community service (X1) the government's ability

to align programs with activities and develop them according to community needs, accountability (X2) employee responsibility for actions and decisions in their duties, openness of communication (X3) the delivery of honest, accurate, and timely information to create a healthy and productive work environment, team collaboration (X4) the ability to work flexibly, effectively, and fairly in shared tasks, and coordination between units (X5) efforts to ensure harmonious and efficient

work through motivation, leadership, and communication.

In addition to primary data, this study also used secondary data obtained from research journals. The data collected was then analyzed using multiple linear regression with SPSS 25. This method was used to test the extent to which organizational communication culture in village government affects the quality of village administration services.

**Table 1 Statistical Test**

Validity Test				
Variable	Statement	r count	r critical	Description
Tangibles (Y1)	Y1	0.749	0.30	Valid
Reliability (Y2)	Y2	0.841	0.30	Valid
Responsiveness (Y3)	Y3	0.793	0.30	Valid
Assurance (Y4)	Y4	0.755	0.30	Valid
Empathy (Y5)	Y5	0.807	0.30	Valid
Reliability Test				
Variable	Cronbach's Alpha	N of Items	Criteria	Description
Organizational Communication Culture (X)	0.863	5	0.60	Very Reliable
Quality of Village Administration Services (Y)	0.917	5	0.60	Very Reliable
Normality Test Results				
Variable	Asymp. Sig. (2-tailed)	Criteria	Description	
Unstandardized Residual	0.200	> 0.50	Normal	
Multicollinearity Test Results				
Free Variable Tolerance	Calculation		Description	
	VIF			
Community Service (X1)	0.136	7.332	No multicollinearity occurs.	
Accountability (X2)	0.102	9.815	No multicollinearity occurs.	



Openness of Communication (X3)		0.101	9.937	No multicollinearity occurs.	
Teamwork (X4)		0.184	5.426	No multicollinearity occurs.	
Coordination (X5)		0.113	8.841	No multicollinearity occurs.	
Autocorrelation Test Results					
Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.924a	0.853	0.846	0.770	1.653
Multiple Linear Regression Analysis Results					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std Error	Beta		
(Constant)	24.494	.362		67.583	.000
Community Service (X1)	-3.324	.499	-.692	-6.663	.000
Accountability (X2)	3.385	.616	.660	5.497	.000
Openness of Communication (X3)	-3.275	.623	-.635	-5.258	.000
Teamwork (X4)	1.993	.386	.461	5.167	.000
Coordination (X5)	-.777	.135	-.656	-5.754	.000
(Constant)	24.494	.362		67.583	.000

Sumber: IBM SPSS Statistics 25

Based on the table above, the results of the validity test, all variables of village administrative service quality including Tangibles, Reliability, Responsiveness, Assurance, Empathy) have a calculated  $r$  value ( $r$  count) greater than the critical  $r$  value (0.30). This shows that all statements in the questionnaire are valid and can be used in this study. The Cronbach's Alpha value for the organizational communication culture variable is 0.863 and the village administrative service quality variable is 0.917, both of which are greater than the minimum criterion of 0.60. This shows that the research instrument is very reliable and consistent in measuring the intended variables. Multicollinearity Test Results

The tolerance value for all independent variables is above 0.10 and the Variance Inflation Factor (VIF) value is below 10. This shows that there is no multicollinearity between the independent variables in the regression model. The Durbin-Watson value of 1.653 is between the lower limit ( $dL = 1.586$ ) and upper limit ( $dU = 1.783$ ), so there is no autocorrelation in the regression model. The constant value of 24.494 indicates the value of the quality of village administrative services when the independent variable is zero.

Primary data were collected through a survey by distributing questionnaires and face-to-face interviews to village officials who understand IT, as well as observations

of organizational communication culture practices within the village officials. The questionnaire was compiled based on organizational communication culture variables (X), which include: community service (X1) the government's ability to align programs with activities and develop them according to community needs, accountability (X2) employee responsibility for actions and decisions in their duties, openness of communication (X3) the delivery of honest, accurate, and timely information to create a healthy and productive work environment, team collaboration (X4) the ability to work flexibly, effectively, and fairly in shared tasks, and coordination between units (X5) efforts to ensure harmonious and efficient work through motivation, leadership, and communication.

## RESULTS

The respondents are village officials due to their key role in fostering organizational communication to improve administrative service quality. Based on the table 8, the majority of respondents are female, accounting for 50.9%, while males make up 49.1%. In terms of education, most respondents hold a bachelor's degree (S1) at 52.8%, whereas those with a master's degree (S2) represent the smallest group at 3.8%. Regarding age, the largest group of respondents falls within the 26-35 years range, while the 18-25 years age group has the fewest respondents.

**Table 2 Respondent Characteristics**

Category	Subcategory	Total	%
Gender	Male	52	49.1%

	Female	54	50.9%
	Total	106	100%
Education	High School	37	34.9%
	Diploma	9	8.5%
	Bachelor (S1)	56	52.8%
	Master (S2)	4	3.8%
	Total	106	100%
Age	18 - 25 years	11	10.4%
	26 - 35 years	45	42.5%
	36 - 45 years	36	34.0%
	> 46 years	14	13.2%
	Total	106	100%

Source: Primary Data, 2025

The T-test generally assesses the impact of the independent variable on the dependent variable, determining whether there is a statistically significant difference between groups or conditions. If the t-test results show a significant value ( $p\text{-value} < 0.05$  or 5%), it indicates that the independent variable variable has a statistically significant effect on the dependent variable. The direction of the influence (positive or negative) can be determined by the sign of the variable's coefficient. The formula for degrees of freedom (df), is given by  $df = N - k - 1$ , where represents the sample size, and k denotes the number of independent variables.

Based on Table 3, the result of the coefficient of determination test (Adjusted R Square) is 0.846, which shows that 84.6% of the village administration service quality variable is influenced by the organizational communication culture variable, while the remaining 15.4% is influenced by other factors outside the variables not examined in this study.

**Table 3. Factors Affecting the Organizational Communication Culture of Village Government and the Quality of Village Administrative Services in Sidoarjo Regency.**

Coefficients <sup>a</sup>					
Model	Unstandar dized Coefficients		Standar dized Coefficients	T	Sig.
	B	Std Error	Beta		
(Constant)	24.494	.362		67.583	.000
Community Service (X1)	-3.324	.499	-.692	-6.663	.000
Accountability (X2)	3.385	.616	.660	5.497	.000
Openness of Communication (X3)	-3.275	.623	-.635	-5.258	.000
Teamwork (X4)	1.993	.386	.461	5.167	.000
Coordination (X5)	-.777	.135	-.656	-5.754	.000
Keterangan:					
N : 106      R : 0.924					
R Square : 0.853      Adjusted R Square : 0.846					
F hitung : 116.128      df= 5 sig F : 0.000					
Sig $\alpha$ : 0.05					
Std. Error Estimate : 0.770					
Durbin – Watson : 1.653 (tidak ada autokorelasi)					
Distribusi data: normal					
Dependent variabel : Kualitas Pelayanan					

Source: IBM SPSS Statistics 25

Based on the table above, the quality of village administrative services is jointly influenced by Accountability and Teamwork. The calculated F-value of 116.128 with a significance level of 0.000 indicates that the regression model as a whole is highly significant in explaining the variation in the quality of village administrative services. An R Square of 0.853 means that 85.3% of the variation

in service quality can be explained by the five independent variables in the model. Community Service (X1) has a significant negative effect on the quality of village administrative services, with a coefficient value of -0.692 and a significance level of  $p < 0.05$ . This shows that the higher the community service, the more it is associated with a decline in service quality, possibly because community service is not effectively implemented or there are other obstacles. Accountability (X2) has a positive effect on the quality of village administrative services, with a coefficient of 0.660 and a significance level of  $p < 0.05$ , which means that the higher the accountability in village governance, the better the quality of administrative services. Openness of Communication (X3) has a significant negative effect on the quality of village administrative services, with a coefficient of -0.635 and a significance level of  $p < 0.05$ . This indicates that poorly managed communication openness can reduce service quality. Teamwork (X4) has a positive effect of 0.461 with a significance level of  $p < 0.05$ , meaning that the better the teamwork, the more the quality of village administrative services significantly improves. Coordination (X5) has a significant negative effect of -0.656 ( $p < 0.05$ ) on the quality of village administrative services. This means that poor coordination can lower the quality of administrative services.

The factors that have the most positive influence on service quality are Accountability and Teamwork. Furthermore, the Adjusted R Square value of 0.846 shows that this model is very good at explaining these variables' impact on the

quality of village administrative services.

The results of the partial test calculation based on the table above using SPSS can be explained as follows:

$$Y = 24.494 - 3.324 X_{1.1} + 3.385 X_{1.2} - 3.275 X_{1.3} + 1.993 X_{1.4} - 0.777 X_{1.5} + 0.362$$

Penjelasannya sebagai berikut:

1. The constant value is 24.494. This means that the constant value in the linear regression calculation above indicates a positive influence from the independent variables, namely public service, accountability, open communication, teamwork, and coordination. If the independent variable value is 0, the dependent variable, the quality of village administrative services, will increase by 24.494.
2. The multiple linear regression equation for the public service variable ( $X_1$ ) is -3.324. This means that if other variables remain constant and the public service variable increases by 1%, the value of the dependent variable increases by -3.324. This calculation shows that the coefficient value is negative, indicating a negative relationship between the public service variable and the quality of village administrative services. The smaller the influence of public service, the smaller the increase in the quality of village administrative services.
3. The multiple linear regression equation for the accountability variable ( $X_2$ ) is 3.385. This means that if other variables remain constant and the accountability variable increases by 1%, the value of the dependent variable increases by

3.385. The calculation shows that the coefficient is positive, indicating a positive relationship between the accountability variable and the quality of village administrative services. The greater the influence of accountability, the greater the improvement in the quality of village administrative services.

4. The multiple linear regression equation for the communication openness variable ( $X_3$ ) is -3.275. This means that if the other variables remain constant and the communication openness variable increases by 1%, the dependent variable increases by -3.275. The calculation above shows that the coefficient is negative, indicating a negative relationship between the communication openness variable and the quality of village administrative services. The smaller the influence of communication openness, the smaller the improvement in the quality of village administrative services.
5. The multiple linear regression equation for the teamwork variable ( $X_4$ ) is 1.993. This means that if the other variables remain constant and the teamwork variable increases by 1%, the dependent variable increases by 1.993. This calculation shows that the coefficient is positive, indicating a positive relationship between the teamwork variable and the quality of village administrative services. The greater the influence of teamwork, the greater the improvement in the quality of village administrative services.
6. The multiple linear regression

equation for the coordination variable (X5) is -777. This means that if the other variables remain constant and the coordination variable increases by 1%, the dependent variable increases by -777. The calculation above shows that the coefficient is negative, indicating a negative relationship between the coordination variable and the quality of village administrative services. The smaller the coordination effect, the smaller the improvement in the quality of village administrative services.

The multiple linear regression coefficient calculation shows an epsilon value (the influence of other factors) of 0.362. This means that all variables calculated using SPSS have a confounding variable level of 0.362. From the discussion above, the researcher concludes that the quality of village administrative services is positively influenced by the variables accountability and teamwork, while public service, open communication, and coordination have a negative influence, with a constant value of 24.494 and a confounding factor of 0.362.

The coefficient of determination (Adjusted R Square) for this study was 0.846. This means that 84.6% of the quality of village administrative services is influenced by community service, accountability, open communication, teamwork, and coordination. The remaining 15.4% is influenced by other factors outside the variables not examined in this study.

### Hypothesis Testing

The first hypothesis of this study states that good community service influences the quality of village administrative services.

The T-test results show that the calculated T for the community service variable (X1) is -6.663 with a significance level of  $0.000 < 0.05$ . Because the significance level of community service is less than Alpha, the null hypothesis ( $H_0$ ) is rejected and  $H_a$  is accepted. This means that the community service variable has a negative and significant influence on the quality of village administrative services.

The second hypothesis states that accountability influences the quality of village administrative services. The T-test table shows a calculated t-value for the accountability variable (X2) of 5.497, with a significance level of  $0.000 < 0.05$ . This proves that  $H_0$  is rejected and  $H_a$  is accepted. This means that the accountability variable has a positive and significant influence on the quality of village administrative services.

The third hypothesis states that openness of communication influences the quality of village administrative services. The partial calculation results show a calculated t-value for the openness of communication variable (X3) of -5.258, with a significance level of  $0.000 < 0.05$ . This proves that the working hypothesis stating that openness of communication influences the quality of village administrative services is accepted, albeit negatively. This means that the openness of communication variable has a negative and significant influence on the quality of village administrative services.

The fourth hypothesis states that teamwork influences the quality of village administrative services. The partial calculation results show a calculated t-value for the teamwork variable (X4) of 5.167, with a significance level of  $0.000$



$<0.05$ . This proves that teamwork has an acceptable effect on the quality of village administrative services. This means that the teamwork variable has a positive and significant effect on the quality of village administrative services.

The fifth hypothesis states that inter-unit coordination affects the quality of village administrative services. The partial calculation results show a calculated t-value for the coordination variable (X5) of -5.754 with a significance level of  $0.000 < 0.05$ . This proves that the hypothesis that inter-unit coordination influences the quality of village administrative services is acceptable, albeit negative. This means that the coordination variable has a negative and significant effect on the quality of village administrative services.

The analysis results indicate that the variables of public service, open communication, and coordination have a negative and significant effect on the quality of village administrative services, while accountability and teamwork have a positive and significant effect. The partial test confirms that accountability and teamwork are the most dominant factors with a significance value of  $0.000$ , making them the main determinants in improving the quality of village administrative services.

Simultaneously, based on Table 3, the variables of good service to the community (X1), accountability (X2), openness of communication (X3), teamwork (X4), and coordination (X5) influence the quality of village administration services (Y). The results of the F-test show a value of 116.128 with a significance of  $0.000$  smaller than Alpha ( $0.05$ ). This proves that the working

hypothesis about the influence of good service to the community (X1), accountability (X2), openness of communication (X3), teamwork (X4), and coordination (X5) on the quality of administration services can be accepted. This means that there is a significant influence of organizational communication culture on the quality of village administration services.

## Discussion of Research Results

### The Effect of Community Services on the Quality of Village Administration Services

Judging from the results of the hypothesis test, the results of Community Services have a negative effect on Quality of Village Administration Services. The negative effect of this variable indicates that if community services are not managed properly, the quality of village administration services will decrease. This is due to agencies being less able to provide services that focus on community needs and agencies being less active in encouraging community involvement in the development of public services. This research contradicts the study by (Akbar et al., 2023), who posit that community service has a positive effect on the quality of village administration services. Further research by (Hamsiah et al., 2022) frequency and narrative of the processed data with SPSS. The results showed that the influence of organizational culture on service quality at the Manpower and Transmigration Office of Gowa Regency was very significant, namely the effect of self-awareness (X1) explains that improving organizational culture can contribute to improving the quality of public services provided. Besides, research by (Herdiana & Nugraha,

2021) shows that organizational culture makes a strong contribution to improving service quality, with a significance value that shows significant results. In addition, research by (Tui et al., 2024) reveals that there is a significant positive influence between organizational culture and the quality of public services. In line with research by (Umula et al., 2023) improving organizational culture is shown to improve service quality, with the analysis showing a significant relationship between the two.

The conclusion of previous research by (Herdiana & Nugraha, 2021), shows that there are a number of factors that contribute to effective community service management, such as training for village officials, active participation from the community, and a well-running feedback system. However, in this study, several obstacles were found, including a shortage of human resources, inadequate training, and an organisational culture that does not support responsiveness. In addition, it should be noted that community perceptions of service quality are not only influenced by the direct actions of village officials, but also by their past experiences and preconceived expectations. If people have experienced poor service in the past, they are likely to rate the current service negatively, despite efforts to improve it.

### The Effect of Accountability on the Quality of Village Administration Services

Judging from the results of the hypothesis test, the results of Accountability have a positive effect on Quality of Village Administration Services. The results of the disclosure of Accountability which influences Quality of Village

Administration Services, demonstrate that higher accountability in village government organizations positively influences service quality, indicating that improved accountability leads to better service provision. Accountability creates a sense of responsibility among employees to meet community expectations, so they are more likely to provide quality services and be responsive to community needs. This also increases public trust in the village government. This is proven by the fact that work units in the Agency have clear responsibilities in carrying out their duties and responsibilities and leaders in the Agency have clear responsibilities in leading and directing work units. This research is supported by (Gofur, 2023), which states that accountability in public services has a positive effect on community satisfaction, which reflects better service quality. Furthermore, research by (Andika et al., 2023) states that good accountability ensures that employees are responsible for their actions, which has a positive impact on service quality. In line with research by (Sholichah, 2021) it is shown that applying the principle of accountability can increase public trust and improve the effectiveness of the services provided.

Conclusions from previous research emphasize the importance of village governments to continuously improve accountability in every aspect of service delivery. This can be achieved through the implementation of transparent reporting systems, training for employees, and feedback mechanisms that allow the community to express opinions and complaints. In addition, involving the community in the process of monitoring and

evaluating services can increase employees' sense of responsibility in providing quality services. Accountability not only affects service quality, but also the image and reputation of the village government in the eyes of the community. When people see the village government operating with responsibility and transparency, they are more likely to trust and support the programs implemented. Therefore, this study emphasizes that accountability should be a top priority in the management of village government organizations to improve service quality and contribute to overall community welfare and satisfaction.

### The Effect of Communication Openness on the Quality of Village Administration Services

Judging from the results of hypothesis testing, the results of Communication Openness have a negative effect on Quality of Village Administration Services. The negative effect of this variable indicates that low communication openness between village officials and the community can lead to misunderstandings and lack of clear information. This is caused by the lack of openness in communication between leaders and subordinates, as well as with the community or public in the agency.

This research contradicts that by (Amal et al., 2020) which states that open communication can improve service quality. Furthermore, research by (Jamalani et al., 2023) explains that improving communication skills and professional attitudes of employees can increase public satisfaction with the services provided. Research by (Nababan, 2020) also explains that open communication is the key to

building public trust in government. People who have easy access to information tend to be more trusting and involved in the government process. Consistent with research by (Rosmajudi, 2020) the study highlights that open communication plays an important role in encouraging community participation in decision-making, which in turn enhances public trust in government and improves the quality of public services.

The conclusion of the previous studies shows that a high level of open communication can improve service quality, supported by several factors such as community trust in village officials, the ability of village officials to convey information clearly and transparently, and the existence of an effective feedback mechanism. However, in this study, several obstacles were found, including a lack of human resources, inadequate training for village officials, and an organizational culture that does not support open communication. In addition, there are differences in community perceptions of open communication, where low levels of openness may be perceived as an indication of non-transparency or dishonesty.

### The Effect of Teamwork on the Quality of Village Administration Services

Judging from the results of the hypothesis test, the results of Teamwork have a positive effect on Quality of Village Administration Services. The results of Teamwork disclosure that have an effect on Quality of Village Administration Services prove that the positive effect of good teamwork in the organization contributes to improving the quality of administrative

services. When team members collaborate and support each other, they can complete tasks more efficiently and effectively. Good cooperation also allows for better information exchange, which in turn improves responsiveness and quality of service to the community. This is proven by the e-government application which can improve cooperation between teams and other work units by enabling all parties to interact and share information effectively. This research is supported by research (Takdir, 2020) This study states that good teamwork in village government organizations can improve service quality, because team members can support each other and share information to achieve common goals. Furthermore, research by (Rahmawati & Supriyanto, 2020) explains that with solid teamwork, service quality can be improved, because each team member is committed to achieving the set standards. Research by (Subayanti, 2024) also explains that with cooperation, employees can utilize their respective expertise, creating synergies that increase efficiency and effectiveness in completing tasks. In line with research by (Yusuf, 2023) describes that research shows that teamwork has a significant positive effect on employee performance. When team members work well together, they can achieve common goals more efficiently which can improve service quality.

The conclusions from previous research emphasize the importance for village governments to encourage and facilitate effective teamwork among its members. This can be done through team training, group development activities, and creating a work environment that

supports collaboration. By improving teamwork, team members will be better able to adapt to the challenges faced and work synergistically to provide better services to the community. In addition, good cooperation can also strengthen relationships between employees, create a positive work atmosphere, and increase motivation and job satisfaction. When employees feel supported and involved in the team, they will be more committed to providing quality services. Therefore, this study confirms that investing in the development of teamwork within village government organizations is essential to achieve the expected improvements in the quality of administrative services.

### The Effect of Coordination on the Quality of Village Administration Services

Judging from the results of the hypothesis test, the results of Coordination have a negative effect on Quality of Village Administration Services. The negative effect of this variable indicates that poor coordination within the village government organization can lead to ineffectiveness in carrying out tasks and responsibilities. If between teams or between individuals in the organization do not coordinate well with each other, the services provided to the community will be hampered, thus reducing the quality of administrative services. This is caused by a lack of coordination between teams and other work units in the agency in carrying out e-government functions effectively.

This research contradicts research by (Rahmatika, 2022) which states that coordination has a significant effect on the quality of public services, where good



coordination can improve service quality. Furthermore, research by (Fajrina et al., 2024) explains that good coordination between teams and individual competencies can produce more effective and efficient services, and increase community satisfaction. Research by (Lubis & Ginting, 2024) explains that good coordination between the government and the community, as well as effective communication, is key to ensuring a satisfying and responsive service experience. Similarly, research by (Nainggolan et al., 2022) describes that service quality can improve if coordination and job satisfaction are well managed, creating a more productive work environment.

Findings from previous studies show that good coordination can improve service quality, supported by factors such as clarity of duties and responsibilities, effective communication skills, and a well-run feedback mechanism. However, in this study, several obstacles were found, including a lack of human resources, inadequate training for staff, and an organizational culture that does not support coordination. In addition, there may be different perceptions among staff regarding coordination, where poor coordination may be perceived as an indication of incompetence or dishonesty. It is also important to build trust and cooperation among staff, so that coordination can be seen as a sign of honesty and transparency. Thus, it is hoped that the relationship between coordination and the quality of village administration services can be improved, which in turn will have a positive impact on the community.

## The Effect of Organizational Communication Culture on the Quality of Village Administration Services

Multiple linear regression analysis, reveals that organizational communication culture significantly influences the quality of village administration services. The resulting regression equation shows that the organizational communication culture variable (X) has a diverse coefficient, where the variables of accountability (X2) and teamwork (X4) show a significant positive effect on service quality. This shows that the better the communication culture in the village government organization, the higher the quality of service provided to the community. A good communication culture creates an environment that supports collaboration and openness, which in turn increases service effectiveness.

The  $R^2$  value of 0.846 indicates that 84.6% of the variation in the quality of village administration services can be explained by the organizational communication culture variable. Thus, this strong relationship supports the hypothesis that organizational communication culture is a key factor in determining service quality. In other words, improvements in communication culture can contribute significantly to improving the quality of village administration services.

## CONCLUSION

Community service coefficient (B): -3.324, which suggests that an increase in community service is associated with a decrease in outcomes that indicate service quality problems. Agencies are less able to provide services that focus on the needs



of the community and agencies are less active in encouraging the community to be involved in the development of public services. Accountability Coefficient (B): 3.385, indicating high transparency and responsibility of village officials. Openness of Communication Coefficient (B): -3.275, which means that problems in open communication have a negative impact. This is due to the openness of communication between leaders and subordinates, as well as to the community or public in the Agency is less open. Teamwork Coefficient (B): 1.993, which indicates better teamwork contributes positively to the results thereby improving performance. This is evidenced by e-government applications that can improve cooperation between teams and other work units by allowing all parties to interact and share information effectively. Coordination Coefficient (B): -0.777, which indicates lack of coordination leads to inefficiency and decreases effectiveness.

Communication culture has a significant effect on service quality with 84.6% variation. Thus, this strong relationship supports the hypothesis that organizational communication culture is a key factor in determining service quality. In other words, improvements in communication culture can significantly contribute to improving the quality of village administration services.

## SUGGESTIONS

Village governments are advised to improve responsiveness to community aspirations through participatory programs such as discussion forums and satisfaction surveys, and create open communication channels between village officials and the

community by providing communication training for village employees. In addition, it is important to develop better coordination mechanisms among teams to ensure synergy in service delivery, encourage a culture of accountability by setting clear performance standards and providing constructive feedback to employees, and conduct training and team building activities to improve cooperation among employees and task effectiveness. Finally, conducting regular monitoring and evaluation of the quality of village administration services is essential to identify areas of improvement and ensure expected results.

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