

## The Effectiveness of the Use of Village Facilities and Infrastructure in Improving the Quality of Service in Liyodu Village, Bongomeme District, Gorontalo Regency

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**Abstract** : *The effectiveness of village facilities and infrastructure utilization is an essential factor in improving the quality of public services. However, the availability of facilities does not always guarantee optimal service delivery due to organizational and managerial constraints. This study aims to analyze the effectiveness of the utilization of village facilities and infrastructure in improving service quality and to identify the factors that hinder its effectiveness in Liyodu Village, Bongomeme District, Gorontalo Regency. The study employed a qualitative descriptive approach. Data were collected through observations, in-depth interviews, and documentation involving village officials and community representatives, and were analyzed using data reduction, data display, and conclusion drawing techniques. The findings reveal that the effectiveness of village facilities and infrastructure is influenced by three interrelated dimensions: individual effectiveness reflected in employees' competence, community participation, and periodic evaluation; group effectiveness reflected in teamwork and communication among village officials; and organizational effectiveness reflected in institutional capacity and community involvement in the development and maintenance of public facilities. The major constraints include the limited professionalism and service orientation of village officials, as well as inadequate communication and information systems. These findings highlight that improving public service quality requires not only adequate physical facilities but also strengthened human resources, organizational capacity, and transparent communication systems.*

**Keywords** : *Village facilities and infrastructure; organizational effectiveness; public service quality; community participation; Village governance.*

## INTRODUCTION

In Law number 32 of 2004 concerning local government, and reaffirmed in government regulation number 72 of 2005 concerning villages, it is stated that a village or what is called in other words is a unit of legal society that has territorial boundaries that are

authorized to regulate and manage the interests of the local community, based on the origin and local customs that are recognized and respected in the national government system and are located in the district/city, as referred to in the 1945 Constitution of the Republic of Indonesia.

According to Article 1 Paragraph 1 of Law No. 6 of 2014 concerning Villages, it states that a village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, rights of origin, and/or traditional things that are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia. The function of the village government is to carry out government such as development and community services (services to the community).

Villages as part of the government structure are at the forefront of contact with the community, becoming one of the focuses of the central government's development. In order to achieve the goals of governance, one of them is the need to improve the quality of human resources who are then able to optimally provide quality services to the community. The role of the village government is as an "extension and connector of the tongue" of the community.

Law No. 6 of 2014 concerning Villages provides opportunities for all villages in Indonesia to develop infrastructure that is needed and desired by the village community itself. So that it is necessary to understand and form of work of the community and achieve work instructions for the construction of quality village facilities and infrastructure. This means that understanding how the community works is very beneficial for the quality of these

facilities and infrastructure. Thus, the village community must establish village facilities and infrastructure, because almost all matters of infrastructure development in the village depend on the ability of the community's overall understanding. This is written from the results of the Minister of Home Affairs Regulation No, 144 of 2014 concerning village development.

Facilities and infrastructure are important elements to show the success of an activity, for example in an organization or committee. These terms are usually used together because they are considered the same. In general, facilities and infrastructure refer to a set of things that are used to help the process of activities so that the goals of the activity are achieved.

The availability of adequate and quality facilities and infrastructure is needed for every organization, this is held to achieve the expected goals. In this case, facilities are components or additions that work in the background to support the process of coordinating activities and work functions. Meanwhile, infrastructure refers to each item that is used to enable the execution of ongoing work options. Without infrastructure, it will not be possible for a goal in the organization to be achieved properly or perfectly. Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2021 states that, "Office facilities and infrastructure standards are guidelines used as standard scales for office spaces, office instruments and official vehicles".

Infrastructure is a rank that is used as the main support to achieve a set goal, while for facilities is anything that can be used as a tool to achieve a predetermined goal (Saraswati, 2021).

Facilities and infrastructure can be said to be values that have the same meaning for the existence of an organization and specific actions that are expected to be carried out by certain members. So it is concluded that facilities and infrastructure are something that is most needed in every organization or office in organizing all activities to achieve the expected goals (Akmal, 2019).

Based on the results of the initial observations that I met in Liyodu Village, Bongomeme District, Gorontalo Regency, there is still a problem, namely there are still some employees who are late to work and lack adequate services and have an impact on the quality of service because there are still village administrators when serving the community who lack a friendly attitude that makes the community uncomfortable. These problems are interrelated and can have an impact on the effectiveness of village government and community satisfaction. Employee delays can cause delays in service, then an unfriendly attitude can reduce public trust in village officials.

Effectiveness is how well the work is done, the extent to which people produce outputs as expected. This means that if a job can be completed with planning, both in time, cost and quality, it will be effective (Ravianto, 2017).

Effectiveness is defined as making the right decisions and successfully implementing those decisions to achieve the goals (Griffin, 2018).

The effectiveness according to Gibson, namely: *"Effectiveness is the achievement of the goals agreed on a joint effort. The target achievement level shows the level of effectiveness"*. Gibson argues that effectiveness is an achievement of an agreed goal through a concerted effort, where the level of achievement of the goal indicates the level of effectiveness (Gibson in Rizky et al., 2020).

Gibson further explained that *"In relation to the effectiveness of organizational behaviour refers to the optimal relation between the five components; production, efficiency, satisfaction, adaptability, and development."* According to Gibson, in terms of its relationship with the effectiveness of organizational behavior, it refers to the optimal relationship between five components, namely production, efficiency, satisfaction, adaptability, and development (Rizky et al, 2020).

According to Dunn, effectiveness is a criterion for selecting various recommended alternatives based on the consideration of whether the recommended alternatives provide maximum results (consequences), apart from efficiency considerations. Meanwhile, according to Oktavia, the accuracy of determining choices, time, goals and objectives are indicators used in measuring the effectiveness of a program (Arumdani et al., 2021). Effectiveness is a measure that says how far the target (quantity, quality, and time) is where the greater the

percentage of targets achieved, the higher the effectiveness.

Based on the description above, it can be concluded that effectiveness is a situation that shows the extent to which the plan can be achieved. The more plans we can achieve, the more effective the activity will be. So that the word effectiveness can be interpreted as the level of success that can be achieved from a certain way or effort according to the goals to be achieved.

Based on this description, this study aims to analyze the effectiveness of the use of facilities and infrastructure in improving the quality of services to the community in Liyodu Village, Bongomeme District, Gorontalo Regency, as well as identify various factors that hinder the effectiveness of the use of these facilities and infrastructure. The results of the research are expected to make an empirical contribution to the development of the study of the effectiveness of public organizations at the village government level as well as become an input for the village government in formulating strategies to improve the quality of public services that are more effective, responsive, and oriented to the needs of the community.

## **METHODS**

This study uses a qualitative approach with a descriptive research type that aims to understand, uncover, and describe in depth the facts, phenomena, and conditions that occur related to the effectiveness of the use of village facilities and infrastructure in improving the

quality of services in Liyodu Village, Bongomeme District, Gorontalo Regency. The qualitative approach was chosen because it is able to understand the phenomena experienced by the research subjects holistically in a natural context through descriptions in the form of words and language (Maleong, 2017).

This research was carried out at the Liyodu Village Office, Bongomeme District, Gorontalo Regency, with the implementation time adjusted to the needs of the research starting from the preparation stage to the preparation of the research report. The research informants are determined purposively, namely the Village Head, village officials, and community leaders who are considered to have knowledge, experience, and direct involvement in the problem being researched (Scott, 2018). The data sources in this study consist of primary data and secondary data. Primary data was obtained directly through observation and interviews with informants, while secondary data was obtained from various supporting documents, such as books, scientific journals, theses, reports, archives, regulations, and other documents related to the focus of research (Sugiyono, 2018). Data collection techniques are carried out through observation to obtain an overview of the conditions of use of village facilities and infrastructure, in-depth interviews to obtain accurate and comprehensive information from informants, and documentation as a complement to data through various documents, photos, archives,

and reports relevant to the research object (Scott, 2018). The data that has been obtained is then systematically analyzed through the stages of data reduction, data presentation, and conclusion drawing so as to produce a complete picture of the effectiveness of the use of village facilities and infrastructure in improving the quality of services to the community (Scott, 2018).

## **RESULTS AND DISCUSSION**

### **The Effectiveness of the Use of Village Facilities and Infrastructure in Improving the Quality of Service in Liyodu Village**

#### **1. Individual Effectiveness**

Based on the results of the research on the effectiveness of individuals in the use of village facilities and infrastructure to improve the quality of services in Liyodu Village, it shows that the effectiveness of individuals in the use of village facilities and infrastructure is a key factor in improving the quality of public services, especially in Liyodu Village. As revealed by the Secretary of Liyodu Village, employee training on how to utilize existing facilities is very important to improve services to the community. In this case, research by Sutrisno, (2020) It shows that systematic and continuous training can improve employees' skills in utilizing information technology, which in turn can speed up the service process.

In addition, individual discipline and motivation also play an important role in the effectiveness of the use of facilities and infrastructure. Villages with a high level of

employee discipline show a significant increase in service quality. In Liyodu Village, it is emphasized the need for coordination between employees so that the information needed by the community is not missed. This is in line with the findings of research by Rahman, (2021) which states that good communication between employees can reduce people's waiting times and increase their satisfaction.

Adequate facilities and infrastructure have a direct impact on the quality of services in Liyodu Village. In interviews with the service user community, it was revealed that even though the facilities already exist, there is still a gap in their use. Research by Iskandar, (2021) shows that villages that have good infrastructure, such as internet access and adequate office facilities, tend to provide better services to the community.

M. Hidayat, (2023) shows that routine evaluation can help the village government to adjust facilities to the needs of the community. By involving the community in the evaluation, it is hoped that transparency and accountability will be created in the use of village funds.

In addition, employee service attitudes also play an important role in maximizing the use of facilities and infrastructure. As expressed by the service user community, the friendly attitude of employees can increase community satisfaction. Research by Sulaiman (2022) shows that a good service attitude can increase public trust in the village government, so that the community is more active in utilizing the available services.

Training that focuses on employee skill development is a strategic step to increase individual effectiveness in the use of facilities and infrastructure. The Liyodu Village Chief emphasized the importance of training for employees to improve their skills. Training should not only focus on the technical aspect, but also on developing a service attitude. Research by Stuart O'Neill (2022) It shows that employees who are trained in public service aspects tend to have a more positive and responsive attitude towards the community. In Liyodu Village, training involving the community also needs attention. The community has the right to get information and knowledge on how to utilize existing facilities and infrastructure, so that they can actively participate in village development.

In addition, communication and coordination between employees are important aspects in increasing individual effectiveness in the use of facilities and infrastructure. In Liyodu Village, there is still a lack of coordination between employees, often hindering the service process. Research by Fitria, (2022) shows that villages with a good communication system between employees tend to provide faster and more efficient services. The importance of effective communication is also supported by organizational communication theory which states that good communication can improve collaboration and work efficiency (Robbinson, 2009). In Liyodu Village, there needs to be a clear and structured communication system so that employees can share information with each

other and support each other in providing services to the community.

Coordination between employees can also be improved through regular meetings and group discussions. Research by Arifin (2023) shows that regular meetings between employees can increase a sense of togetherness and mutual understanding, thereby reducing errors in service. In this case, the village government needs to hold communication forums that involve all employees so that they can exchange information and experiences.

Community participation in the development of facilities and infrastructure is a very important aspect in increasing the effectiveness of individuals in the use of village facilities. The Head of Liyodu Village emphasized the importance of involving the community in the planning and development process so that the facilities built are in accordance with their needs. According to the theory of community participation by Arnstein, (1969), high participation in decision-making will result in facilities that are more in line with the needs of the community.

In this context, the community needs to be involved from the planning stage, so that they can provide relevant input. Research by Yulianto (2021) shows that villages that involve the community in development planning have a higher level of satisfaction. The community feels ownership and responsibility for the facilities built, so they are more motivated to take advantage of the existing facilities and infrastructure.

## 2. Group Effectiveness

Based on the results of the research on the effectiveness of the group in the use of village facilities and infrastructure to improve the quality of services in Liyodu Village, it shows that the effectiveness of the group is a crucial aspect to improve the quality of services in Liyodu Village. Group effectiveness is defined as the group's ability to work together to achieve common goals by utilizing available facilities and infrastructure. This study shows that factors such as teamwork, clear division of tasks, and effective communication greatly affect the effectiveness of the group.

A study by Wijaya A., (2020) revealed that villages that have a good cooperation system in groups can improve public service performance.

The importance of adequate facilities and infrastructure to provide fast and appropriate services. This is in line with research by Santoso (2021) which shows that good infrastructure contributes to community satisfaction. With good facilities, village employees can carry out their duties more efficiently, so that services to the community become more optimal.

However, the effectiveness of the group depends not only on the physical infrastructure, but also on the quality of human resources. In the results of interviews in the field, training for employees is very important to improve discipline and work ethics. Research by F. Rahman, (2019) shows that structured training can improve employee competence. Therefore,

efforts to increase the capacity of human resources need to be the main focus in increasing the effectiveness of the group.

Furthermore, community participation in the development of village facilities and infrastructure is also an important factor. Good communication and clear division of tasks in groups are essential to achieving common goals. Research by Sari (2022) shows that villages that involve the community in each stage of development can increase the community's sense of ownership and responsibility for existing facilities and infrastructure. This has positive implications for the quality of services provided.

Thus, the effectiveness of the group in the use of village facilities and infrastructure in Liyodu Village is greatly influenced by teamwork, employee training, and community participation. To achieve optimal service goals, it is important for every stakeholder to remain committed to increasing cooperation and community participation.

Adequate facilities and infrastructure have a significant influence on the quality of services in Liyodu Village. In an interview in the field, it was explained that the existence of good facilities allows employees to provide faster and more appropriate services. Villages with good infrastructure have a higher level of community satisfaction, compared to villages with poor infrastructure.

The importance of periodic evaluation of facilities and infrastructure cannot be ignored. Although the existing facilities are

quite good, there are still obstacles in service that need to be considered, such as the lack of understanding of employees to the needs of the community. Periodic evaluation and training can help employees to better understand the needs of the community and improve the quality of service.

In addition, community participation in decision-making related to facilities and infrastructure also contributes to the quality of service. The community involved in the planning and construction of facilities will feel more owned and responsible for the facilities. Research by Utami (2022) shows that villages that involve the community in decision-making can increase community trust in the village government.

Overall, the facilities and infrastructure affect the quality of service in Liyodu Village significantly. By paying attention to these aspects, the village government can continue to strive to improve the quality of services provided to the community. Community participation in the development of village facilities and infrastructure is a key factor that can improve the quality of services. In the interview it was explained that the involvement of the community in the development is very important to ensure that what is built is in accordance with their needs. This is in line with the theory of community participation which states that community involvement in decision-making can increase a sense of ownership and responsibility for development (Mansuri, G., & Rao, 2013).

In an interview in the field, it was also explained that the importance of coordination between hamlets in improving the quality of service. By sharing experiences and solutions to the problems faced, villages can create positive synergies in the management of facilities and infrastructure. Research by Supriyadi (2020) shows that villages that have a good communication network between hamlets can increase the effectiveness of services.

However, the challenge faced in community participation is the lack of public understanding of the development process. Therefore, it is important for the village government to provide clear and open information regarding development plans. The community needs to be given the opportunity to provide input and suggestions so that the development carried out is really in accordance with their needs. Research by Setiawan (2021) shows that transparency in the development process can increase community participation.

The implementation of periodic evaluations of the construction of facilities and infrastructure also needs to be carried out to ensure that the facilities built meet the expectations of the community. By involving the community in the evaluation, the village government can find out what needs to be improved and improved. This will contribute to improving the quality of services provided to the community.

Overall, community participation in the development of facilities and infrastructure in Liyodu Village is very important to improve the

quality of services. By involving the community, the village government can create a positive synergy in the management of facilities and infrastructure, so that the services provided can meet the expectations of the community.

Effective communication in groups is an important element in achieving the effectiveness of groups in the use of village facilities and infrastructure. In the results of the interview, it was explained that good communication between team members is very important to achieve common goals. Research by Rahardjo (2021) shows that groups that have good communication can increase productivity.

Effective communication also plays a role in overcoming problems that arise in the ministry. By holding regular meetings to discuss problems, the group can quickly find the right solution. This is in line with the theory of group communication which states that open and transparent communication can increase cooperation and collaboration between group members (Hargie, 2011).

However, the challenge in effective communication is the difference in background and understanding between team members. Therefore, it is important for each team member to respect each other and understand each other's perspectives. Research by Tanjung (2022) shows that groups that are able to overcome differences in communication can increase work effectiveness.

Overall, effective communication in the group greatly affects the effectiveness of the group in the use of village facilities and

infrastructure. By improving communication between team members, the village government can create a more productive and efficient work environment in providing services to the community.

### **3. Organizational Effectiveness**

Based on the results of the research on organizational effectiveness in the use of village facilities and infrastructure to improve the quality of services in Liyodu Village, it shows that organizational effectiveness is an important concept in management, which refers to the ability of the organization to achieve the goals that have been set by utilizing existing resources efficiently and effectively. According to (Robbinson, S.P., 2017), organizational effectiveness is not only measured by the end result, but also by the process gone through to achieve it. In Liyodu Village, the effectiveness of the organization can be seen from how well the village organization uses existing facilities and infrastructure to improve the quality of services to the community.

In this study, organizational effectiveness in Liyodu Village is also measured through indicators such as community satisfaction, resource use efficiency, and achievement of service targets. Through an interview conducted with the Secretary of Liyodu Village, it can be concluded that adequate facilities and infrastructure greatly affect the quality of service. The available facilities and infrastructure, such as village office buildings, access roads, and other public facilities, greatly affect the quality of service.

Good facilities and infrastructure are an important foundation in providing quality services. According to Law No. 6 of 2014 concerning Villages, the village government is expected to be able to manage existing facilities and infrastructure to improve the welfare of the community. In Liyodu Village, good management of facilities and infrastructure has been proven to improve the quality of service.

Furthermore, even though the existing facilities and infrastructure are quite adequate, there are still obstacles in service, such as lack of information about the available services. This shows that the effectiveness of an organization is not only determined by the means and infrastructure, but also by the ability of the organization to convey information to the public.

A study by R. Hidayat, (2021) revealed that effective communication between the village government and the community can increase community satisfaction with the services provided.

Community satisfaction can also be seen from the results of interviews with the service user community. They are satisfied with the services provided, especially in terms of the speed of the administrative process. However, there are still complaints regarding the lack of information about the services available, which indicates that there needs to be further efforts in socialization and counseling to the community

In this study, there are several relevant studies that can support the analysis of

organizational effectiveness in the use of village facilities and infrastructure. Research by Nurhadi, (2020) It shows that villages that apply good governance principles in the management of facilities and infrastructure tend to have a higher level of community satisfaction. This research is in line with findings in the field that show that good management and transparency in the use of the budget greatly affect the quality of services in Liyodu Village.

In addition, research by Promises, (2021) highlighting the importance of community participation in the development of facilities and infrastructure. The active participation of the community in infrastructure development has been shown to increase the sense of ownership and responsibility towards the facilities built, which in turn has a positive impact on the maintenance of such facilities and infrastructure. This is in line with the findings in this study which show that community participation in Liyodu Village is very high, especially in the hamlet road construction program.

### **Inhibiting Factors Affecting the Effectiveness of the Use of Facilities and Infrastructure in Improving the Quality of Services in Liyodu Village**

#### **1. Attitude of the Apparatus**

Based on the results of the research obtained regarding the inhibiting factors that affect the effectiveness of the use of facilities

and infrastructure in improving the quality of services in Liyodu Village, in terms of the attitude of the officials, it was found that the attitude of the village officials has a significant impact on the quality of services provided to the community. In Liyodu Village, it was found from the results of interviews with the service user community that there is still a less friendly and professional attitude that has an impact on the community's reduced trust in the services provided. According to research conducted by Sari, (2020) It was found that the community felt dissatisfied with the services provided by the village officials, especially related to the attitude and interaction of the officials. This shows that the attitude of village officials is an important factor in determining the quality of service.

Meanwhile, the findings in the field show that the unfriendliness of officers often makes the public feel uncomfortable in asking questions or applications. This is in line with the results of a study by Rahmawati, (2021) which shows that an empathetic attitude from the apparatus can increase public participation in using public services. If the village officials are more responsive and friendly, then the community will be more trusting and active in utilizing the existing facilities and infrastructure.

In addition, there is still a lack of training and understanding of the importance of a good attitude in providing services is also an obstacle. This shows that many village officials have not gained enough knowledge and skills to provide

good service. This has the potential to cause public dissatisfaction and low use of existing facilities and infrastructure. The importance of training for village officials related to communication and public service training that will help the authorities in handling community complaints better. Thus, improving the attitude of the apparatus through training and skill development is needed to improve the quality of services in Liyodu Village.

The negative impact of the poor attitude of the apparatus can be seen from the low use of existing facilities and infrastructure. When people feel dissatisfied with the services, they tend to avoid using the services provided. A study by Nugroho, (2022) shows that people who experience poor service no longer use the services available in their village.

The apathy of the village officials can also cause delays in handling the problems faced by the community. The findings in the field showed that the process of applying for social assistance felt very slow and officers tended to answer in a less friendly tone. This creates a negative perception of village officials and reduces public trust in the institution.

The lack of public trust in village officials can have an impact on the quality of life of the community. Villages with low service satisfaction rates tend to have lower human development indexes. This shows that the attitude of the village officials not only affects services, but also has an impact on other aspects of life.

In this context, it is important for village officials to realize that their attitude has far-reaching consequences. The findings in the field are still a lack of attention from village officials to the problems faced. This indifference can hinder interaction between the community and the authorities, so that services become non-optimal and reduce the use of existing facilities and infrastructure.

Training for village officials is an important solution to improve attitudes and professionalism in providing services. Based on the findings in the field, training on public services and good communication can help the authorities in handling public complaints more effectively. This is in line with the results of research by Promise, (2022) which shows that training can improve the interpersonal skills of village officials, thereby improving the quality of services provided.

A study by Scott, (2021) It also shows that villages that implement training programs for village officials experience a significant increase in community satisfaction with services. Therefore, it is important for the village government to design a systematic and continuous training program, which focuses not only on the technical aspect, but also on the development of the attitude and work ethic of the apparatus.

Increasing awareness of the importance of good service should also be part of the training program. One of the people revealed that although there were several officials who showed good attitudes, there were still many

things that needed to be improved. This shows that training should include aspects of character development and service ethics. With effective training, it is hoped that village officials can adapt and improve their attitude in providing services to the community. This in turn will increase public trust and encourage their participation in utilizing existing facilities and infrastructure.

Community involvement in the service process is also an important factor in improving the quality of service. People on the ground revealed that they are more likely to use services if village officials are responsive and concerned about their needs. This shows that good communication between the authorities and the community can create a mutually beneficial relationship.

According to research by Setiawan, (2023) Villages that involve the community in the planning and evaluation of public services tend to have higher levels of satisfaction. Community involvement in decision-making will create a sense of ownership and responsibility, thereby encouraging people to be active in using existing services. Village officials need to create a space for the community to express their opinions and inputs related to services. This can be done through discussion forums or regular meetings between the apparatus and the community. By listening to the community's complaints and expectations, village officials can better understand their needs and respond better.

## **2. Communication and Information**

Based on the results of the research obtained regarding the inhibiting factors that affect the effectiveness of the use of facilities and infrastructure in improving the quality of services in Liyodu Village in terms of communication and information, it is found that in the context of public services, communication and information play an important role in determining the effectiveness of the use of facilities and infrastructure. In Liyodu Village, the lack of transparency and clear information is a major obstacle to improving the quality of services. According to research conducted by Rahayu (2020), effective communication in public services can increase community satisfaction to. However, in Liyodu Village, this condition is still far from hope, the community feels that they do not get adequate information about village programs.

The lack of information boards and suggestion boxes in the village is also a finding of problems in the field. Information boards function as communication mediums that provide important information to the community, such as assistance programs, village activities, and service procedures. Without this media, people tend not to know their rights in getting services. In Liyodu Village, the absence of information boards has caused many people to be unaware of the skills training program held by the village government, which is supposed to improve their quality of life.

Furthermore, the suggestion box is an important means to accommodate people's aspirations and criticisms. In interviews with

informants revealed the importance of suggestion boxes to provide input on the services received. This is in line with the opinion of Suharto (2021) who stated that public participation in public services can increase if there are effective communication channels. Without a suggestion box, people feel that they do not have a forum to express their opinions, so participation in decision-making is low.

The factors that hinder communication in Liyodu Village are complex. One of them is the lack of adequate communication infrastructure. In today's digital era, access to information through social media and other digital platforms is essential. However, in Liyodu Village, many people still have difficulty accessing information due to limitations in social media. This is a big challenge in an effort to improve communication between the village government and the community.

In addition, the level of education of the community also affects their ability to understand the information conveyed. Many people in Liyodu Village have a low level of education, making it difficult to understand official documents or information submitted by the village government. Research by Sari (2022) shows that villages with higher levels of education have a better understanding of the information conveyed by the government, so that community participation in public services also increases.

The lack of training for village officials in terms of communication is also an inhibiting factor. Many village officials do not have good

communication skills, so the information conveyed is unclear and easy to understand. This results in people feeling confused and not involved in the service process. One of the people of Liyodu Village, revealed that the lack of clear information about the village meeting made him feel marginalized. Therefore, it is important to provide communication training to village officials so that they can convey information more effectively.

To overcome communication and information problems in Liyodu Village, there needs to be a planned and systematic effort. One of the steps that can be taken is to build strategic information boards in places that are easily accessible to the public. This information board must contain important information about village programs, service procedures, and community rights. With the existence of an information board, it is hoped that the public can more easily access the information they need.

Thus, inadequate communication and information factors are the main obstacles in the effectiveness of the use of facilities and infrastructure in Liyodu Village. The lack of transparency, information boards, and suggestion boxes causes people to feel marginalized and unable to take advantage of the services available. Therefore, there needs to be efforts to increase transparency and accessibility of information so that the community can actively participate in improving the quality of services in the village.

## **CONCLUSION**

This study shows that the effectiveness of the use of village facilities and infrastructure in improving the quality of services in Liyodu Village is determined by the integration between the individual capacity of the apparatus, the effectiveness of group work, and the ability of the organization to manage available resources. The findings of the study indicate that the existence of adequate facilities and infrastructure has not automatically produced quality services if it is not supported by the competence of the apparatus, coordination between personnel, community participation, and an effective communication system. Thus, the effectiveness of public services does not only depend on the physical aspect in the form of the availability of facilities, but also on organizational behavioral factors which include the professionalism of the apparatus, teamwork, leadership, and community involvement in the utilization and maintenance of village facilities and infrastructure. The scientific contribution of this research lies in strengthening the understanding that the dimension of individual, group, and organizational effectiveness is an interrelated unit in realizing the quality of public services at the village government level, thereby enriching the study of the effectiveness of public organizations in the context of village government. Theoretically, the results of this study reinforce the view that organizational effectiveness is not only measured by the achievement of organizational goals, but also by

the ability to optimize physical and human resources in an integrated manner, while the use of a qualitative approach allows researchers to gain a deeper understanding of service dynamics based on the experiences of informants, although the results of this study are limited to the scope of one village. So the transferability of the findings needs to take into account the characteristics of different regions. From a practical perspective, the findings of the research imply that the village government needs to prioritize improving the competence and professionalism of the apparatus through continuous training, strengthening internal coordination, building a more open communication system and information dissemination, and increasing community participation in the management of village facilities and infrastructure so that public services become more effective, responsive, and accountable. In addition, the unprofessional attitude of the apparatus and weak communication and information transparency have proven to be the main inhibiting factors that need attention in the formulation of policies to improve service quality. The next research is suggested to expand the scope of the research area, compare characteristics between villages or between regions, and integrate quantitative approaches or mixed methods by including other variables, such as leadership, digital transformation, governance, and community satisfaction, so as to be able to produce a more comprehensive understanding of the effectiveness of the use of facilities and

infrastructure in the implementation of public services at the village level.

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