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Analysis Of Public Satisfaction With Public Services In Puhun Tembok Urban Village, Mandiangin Koto Salayan District

Analisis Kepuasan Masyarakat Terhadap Pelayanan Publik Di Kelurahan Puhun Tembok Kecamatan Mandiangin Koto Salayan

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ABSTRACT
This study, titled "Analysis of Public Satisfaction with Public Services in Puhun Tembok Urban Village, Mandiangin Koto Salayan District," examines citizen satisfaction with local government services. The research is motivated by the crucial role of service quality in meeting community needs, alongside recurring complaints such as slow processes, limited access to information, and lack of professionalism. The objective is to identify service aspects requiring improvement to strengthen public trust and satisfaction. A descriptive qualitative method with a case study approach was used. Data were collected through observation, interviews with the village head, staff, community leaders, and service users, as well as documentation and literature review. The analysis applied interactive techniques of data reduction, presentation, and conclusion drawing. Findings show that satisfaction is moderate to high in areas such as staff appearance and friendliness, but weaknesses remain in cleanliness, facilities, punctuality, and information access. Using SERVQUAL, responsiveness and reliability were identified as the most urgent areas for improvement. The study concludes that service quality still requires enhancement in staff discipline, information clarity, and technology use. It recommends staff training, facility upgrades, and periodic community evaluation to support sustainable governance.
Keywords : Public Satisfaction, Public Services, SERVQUAL Method

ABSTRAK
Penelitian ini berjudul "Analisis Kepuasan Masyarakat terhadap Pelayanan Publik di Kelurahan Puhun Tembok Kecamatan Mandiangin Koto Salayan" yang bertujuan menganalisis tingkat kepuasan masyarakat terhadap layanan pemerintah kelurahan. Latar belakang penelitian adalah pentingnya kualitas pelayanan publik dalam memenuhi kebutuhan masyarakat, namun masih terdapat keluhan seperti proses yang lambat, keterbatasan informasi, dan kurangnya profesionalisme aparatur. Penelitian ini menggunakan metode deskriptif kualitatif dengan pendekatan studi kasus. Data diperoleh melalui observasi, wawancara dengan lurah, staf, tokoh masyarakat, dan pengguna layanan, serta dokumentasi dan kajian literatur. Analisis dilakukan melalui reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa kepuasan masyarakat relatif sedang hingga tinggi pada aspek keramahan dan penampilan staf, tetapi masih lemah pada kebersihan, fasilitas, kedisiplinan waktu, serta akses informasi. Analisis SERVQUAL mengidentifikasi responsivitas dan keandalan sebagai aspek yang paling perlu ditingkatkan. Penelitian menyimpulkan bahwa kualitas pelayanan masih memerlukan perbaikan pada kedisiplinan pegawai, kejelasan informasi, dan pemanfaatan teknologi. Rekomendasi meliputi pelatihan aparatur, peningkatan sarana prasarana, dan evaluasi masyarakat secara berkala untuk mendukung tata kelola yang baik dan berkelanjutan.
Kata Kunci : Kepuasan Masyarakat, Pelayanan Publik, Metode SERVQUAL

1. Introduction

Public service is the implementation of government responsibility to meet the needs of citizens in accordance with prevailing laws and regulations. The essence of public service lies in providing satisfaction to the community through efficient, transparent, and accountable delivery. Service quality is strongly influenced by the alignment between citizens' expectations

and the reality they experience, which requires the government to deliver services that are both professional and responsive (Dwiyanto, 2021). Unfortunately, the negative perception of bureaucracy persists due to slow processes, lack of professionalism, and limited access to information. These conditions highlight the urgency for reform in order to improve public trust and satisfaction.

The development of public services in Indonesia has been shaped by the demands of society for better governance. Citizens today are increasingly critical, pushing public institutions to adapt quickly and provide services that are not only accurate but also efficient and fair (Aji, 2025). Government capabilities in ensuring equity, efficiency, and responsiveness remain a benchmark for success in public service (Widodo, 2021). When these dimensions are not achieved, the legitimacy of public institutions may decline, leading to dissatisfaction among citizens. Therefore, continuous efforts to improve service delivery are crucial to build credibility and foster stronger community engagement.

Theoretically, improving service quality requires strong foundations from various models of public administration and service orientation. Sari (2024) emphasizes that bureaucratic reform must prioritize quality service delivery as a cornerstone of good governance. Patton's concept of Wholehearted Service underscores passion, proactive behavior, and positive attitudes as the basis for building emotional connections between civil servants and the community (Hendrayady *et al.*, 2023). Similarly, Asrori (2014) outlines four critical service dimensions—quality, access, choice, and participatory control—that ensure service systems remain citizen-oriented. These theoretical perspectives show that public service reform cannot be separated from both structural improvement and individual behavioral change within public institutions.

Despite these frameworks, many local governments still face challenges in ensuring optimal service delivery. Cases of delay, lack of discipline, poor technological adaptation, and weak communication with citizens are often reported at the local level. Observations in Puhun Tembok Urban Village, Mandiangin Koto Salayan District, revealed citizen dissatisfaction with bureaucratic complexity, limited seating, unclear procedures, and lack of staff responsiveness. This situation reflects a clear gap between expectations and service outcomes, confirming the continuing challenges in delivering effective public service at the grassroots level. Such problems indicate the importance of systematically analyzing citizen satisfaction to identify areas requiring immediate improvement.

Based on these issues, this study aims to analyze public satisfaction with services provided in Puhun Tembok Urban Village. The objectives are to identify the level of satisfaction and to determine which service aspects most influence citizen perceptions by applying the SERVQUAL method. This research is expected to provide insights into whether the services meet the principles of good governance, such as transparency, accountability, and responsiveness. Moreover, it is intended to support the local government in designing strategies that enhance the quality of services and foster stronger community participation. Ultimately, this study contributes to the discourse on improving public service quality in Indonesia and aligns with broader efforts in bureaucratic reform.

2. Literature Review

Public service is an essential function of government in delivering goods and services that meet community needs. Sinambela, as cited in Rahman (2021), explains that public services should provide benefits to society and reflect government efforts to improve welfare. Lovelock further emphasizes four core functions for service providers: understanding public perceptions, managing resources, directing institutional development, and ensuring stakeholder needs are fulfilled Satibi (2023). In improving service delivery, Mustofadidjaja highlights principles such as setting service standards, openness to criticism, equitable

treatment of citizens, easy access, correction of deviations, and efficient use of resources (Herianto and Ahmad, 2022). These perspectives stress that service quality is inseparable from accountability, transparency, and fairness.

The concept of service quality has been central to public administration research. Zeithaml, Parasuraman, and Berry (Ramadhan, Muhafidin and Miradhia, 2021) argue that quality is measured by comparing perceptions and expectations. Kotler and Armstrong (2001) identify five key dimensions of service quality known as RATER: Responsiveness, Assurance, Tangibles, Empathy, and Reliability. Building on this, Zeithaml (Hendrayady *et al.*, 2023) expands indicators to include competence, courtesy, credibility, security, access, communication, and understanding the customer. Sulistiyowati (2018) also adopts these dimensions, dividing them into measurable indicators such as physical facilities, staff appearance, communication, accuracy, and timeliness. Together, these frameworks underline that public trust depends on how consistently government institutions meet citizen expectations.

Citizen satisfaction is an outcome of how well services align with public needs and expectations. Zeithaml and Bitner, as cited in Badung (2014), describe satisfaction as the comparison between perceptions and pre-service expectations. Daryanto (2014) emphasizes that satisfaction reflects an emotional judgment after service use, while Sururi (2019) identifies signs of satisfaction through public reactions such as joy, complaints, or demands. Tjiptono, Arli and Bucic (2014) outlines several methods to measure satisfaction, including overall satisfaction, dimension-based assessment, confirmation of expectations, repurchase intention, and willingness to recommend. These approaches demonstrate that satisfaction is multidimensional and critical to evaluating government accountability.

One widely applied tool in assessing service quality and satisfaction is the SERVQUAL model. Parasuraman's framework, as cited in Ramadhan, Muhafidin and Miradhia (2021) and Sakir (2024), identifies five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Kurnia, Yusda and Nofitri (2023) note that SERVQUAL is statistically valid and frequently used in public service research due to its ability to capture perceptions effectively. Its indicators—ranging from staff appearance and facilities to responsiveness, credibility, and empathy—allow researchers to pinpoint areas needing improvement. Scholars such as Hendriyaldi and Musnaini (2021), Nugraha *et al.* (2024), and Wibowo and Nuryanto (2022) have adapted SERVQUAL in evaluating various public services, highlighting its relevance in identifying service gaps and enhancing governance. Here is the table that explains the SERVQUAL dimension, indicator, and Question.

Table 1. Table of SERVQUAL Dimension, Indicator and Question.

No.	Dimension	Indicator	Question
1	Tangibles	Office Facilities	What is your opinion about the comfort and completeness of office facilities, such as the waiting room, service desk, and toilets?
		Staff Appearance	In your view, how is the appearance and professionalism of staff during service delivery?
		Availability of Communication Facilities	Do you find it easy to contact this office through communication channels such as telephone, email, or social media?
2	Reliability	Accuracy	Is the service you received consistent with the information or explanations provided

			earlier, whether from announcements, staff, or other information media?
		Consistency	How do you assess the consistency of the services—are they equally good regardless of which staff member serves you or at different times?
		Ease of Access	Do you find it easy to access services at this office without significant obstacles?
3	Responsiveness	Friendliness	How do you rate the friendliness and politeness of staff when serving you?
		Clarity and Simplicity	Do you feel that information about service procedures and requirements is clearly and easily understood?
		Service Speed	How do you assess the speed and efficiency of the service process you experienced?
4	Assurance	Security	Do you feel safe when receiving services, particularly regarding the protection of your personal data?
		Competence	In your opinion, do staff members have sufficient knowledge and ability to handle your needs or inquiries?
		Trustworthiness	Do you feel that you can trust the staff to provide honest and reliable services?
5	Empathy	Care	Do you feel that staff show concern for the needs and problems you present?
		Understanding	How do you assess staff ability to understand your needs during the service process?
		Staff Communication	How do you evaluate staff communication when providing information—do they use polite and easy-to-understand language?

Previous studies provide valuable insight into public service delivery at local levels. Lestari, Utomo and Amin (2024) found that transparency, integrated systems, and staff friendliness supported service quality in Loa Janan District, though delays and limited resources hindered performance. Manuhuwa (2020) examined inpatient services in Ambon and identified waiting times and physical environment as key satisfaction factors. Jumiati, (2022) showed that most elements of service at Kijang Urban Village were satisfactory, but systems and procedures needed improvement. Haeruddin (2023) confirmed a positive and significant relationship between service quality and satisfaction in Makassar. Meanwhile, Susila (2010) highlighted empathy as the most influential factor in Jagalan Village, stressing the need for responsiveness to community complaints. These studies collectively affirm that while public services in Indonesia show progress, significant challenges remain in meeting community expectations consistently.

Here are the figure that explains the conceptual framework used in this research:
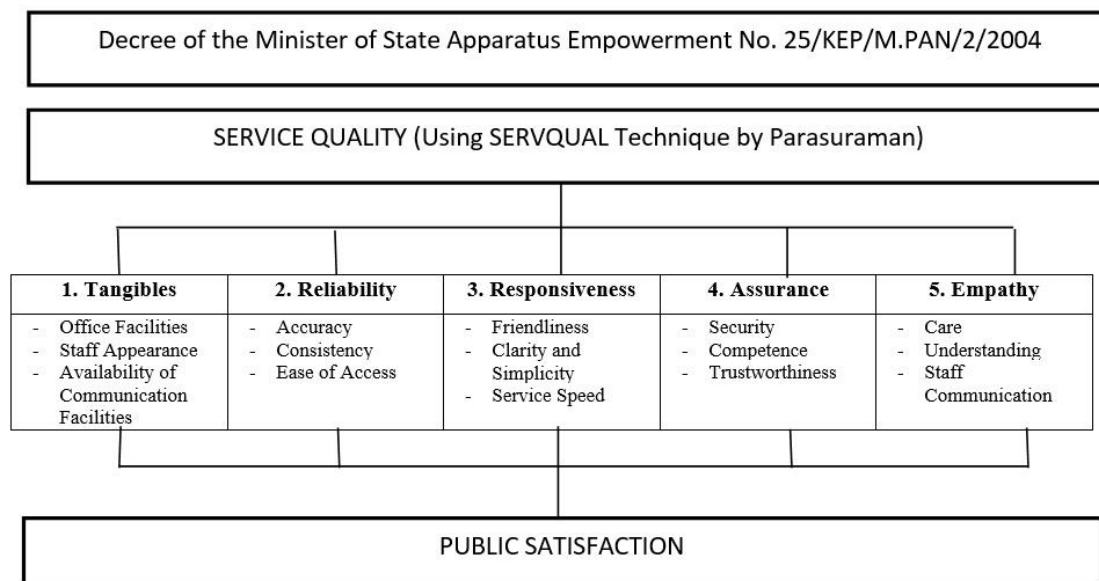
Fig 1. Conceptual Framework

3. Research Methods

This study employs a qualitative research design with a case study approach. The qualitative method was chosen to explore in depth the quality of public services provided at Puhun Tembok Urban Village, Mandiangin Koto Salayan District, and to assess the level of citizen satisfaction. The SERVQUAL technique was applied to identify which specific aspects of public service require improvement. This approach allows the researcher to obtain a holistic understanding of service delivery as experienced by the community and to highlight gaps between expectations and actual performance.

The research relies on both primary and secondary data sources. Primary data were collected directly from key informants who have close relevance to the research focus. These include the village head, the secretary, and staff members of the urban village, the chairman of the Community Empowerment Institute (LPM), neighborhood leaders (RT/RW), and community members who directly received services. Secondary data were obtained from official reports, books, journals, and internet sources that support and strengthen the interpretation of primary findings. Together, these sources provide a comprehensive basis for analyzing citizen satisfaction with local public services.

Several techniques were used to collect the data. Observation enabled the researcher to record behaviors, interactions, and phenomena occurring in the research setting. In-depth interviews were conducted with key informants to gain rich insights into the problems and expectations of service users. In addition, a literature study was undertaken to explore relevant theories, previous studies, and supporting regulations. To complement these methods, a SERVQUAL-based satisfaction measurement was carried out with respondents selected through purposive random sampling. Respondents were citizens seeking services at the urban village office between April 8 and April 17, 2025, who agreed to participate honestly and allowed the use of their responses for research purposes.

Data analysis was conducted using the interactive analysis model. This model consists of three stages: data condensation, data display, and conclusion drawing/verification. In the condensation stage, data from interviews, observations, and documents were selected, simplified, and categorized according to emerging themes. Data display was carried out narratively to present findings in a structured and comprehensible form. The final stage involved drawing and verifying conclusions by interpreting patterns and relationships, with

conclusions refined continuously throughout the analysis until they were considered valid and reliable.

Through this methodological framework, the study is expected to produce a clear understanding of public satisfaction with services at Puhun Tembok Urban Village. The integration of observation, interviews, literature review, and SERVQUAL measurement ensures that the findings are credible and contextually grounded. Furthermore, the interactive data analysis technique allows the researcher to capture the complexity of public service delivery, thereby providing insights that can inform both theoretical discourse and practical policy recommendations.
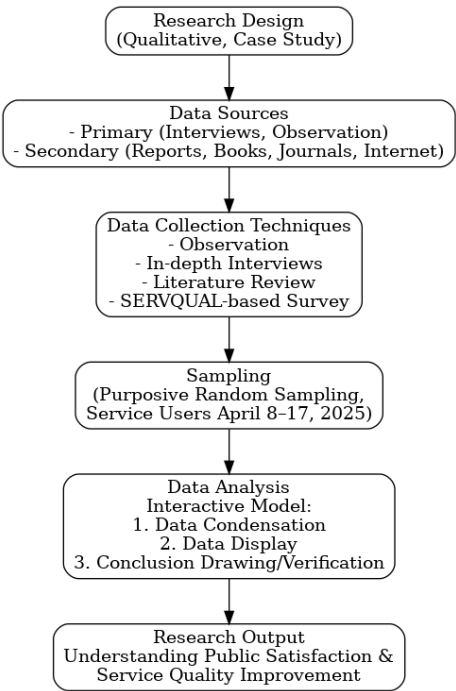
Fig 2. Research Methods Flow Diagram

4. Results and Discussions
4.1 Descriptive Analysis of the Research Object

Kelurahan Puhun Tembok is located in Mandiangin Koto Selayan District, Bukittinggi City, West Sumatra Province. The administrative area spans 0.71 square kilometers, representing approximately 5.84% of the total district area. Its distance from the Sub-District Office is 2 kilometers, from the City Hall 2.5 kilometers, and from the Provincial Capital 95 kilometers. According to the 2018 census, the kelurahan had a total population of 6,665 residents, consisting of 3,240 males and 3,425 females, distributed across 1,752 households. The available facilities include five elementary schools, one junior high school, one senior high school, one community health center, one mosque, and one mushalla (Bukittinggi City in Figures, 2024, p. 32).

4.2 Social and Administrative Characteristics

The Kelurahan also demonstrates a relatively large administrative structure. Based on 2023 records, it contains 18 neighborhood associations (RTs) and six community associations (RWs), placing it third in the district for the number of RTs, following Campago Guguk Bulek and Campago Ipuh. However, it shares the first rank in terms of RWs, equaling Campago Guguk Bulek with six units (Bukittinggi City in Figures, 2024, p. 32). Despite its strong social organization, the number of civil servants allocated to the kelurahan is relatively low, with only

five staff members, ranking it at the bottom compared to other kelurahan such as Koto Selayan, which employs eight staff members (Bukittinggi City in Figures, 2024, p. 44). In terms of population, Puhun Tembok is home to 6,562 inhabitants, ranking sixth out of the nine kelurahan in the district (Bukittinggi City in Figures, 2024, p. 173).

4.3 Public Satisfaction with Administrative Services

The analysis of public satisfaction with service delivery at Kelurahan Puhun Tembok employed the SERVQUAL model Parasuraman (Ramadhan, Muhafidin and Miradhia, 2021), which assesses service quality based on five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Data were collected through in-depth interviews with selected residents. Their responses provided nuanced insights into the strengths and weaknesses of local public service delivery, which are analyzed under each SERVQUAL dimension.

4.3.1 Tangibles

The tangible aspects of public service delivery in Kelurahan Puhun Tembok were generally perceived as satisfactory by residents. Physical facilities such as the waiting room, seating arrangements, and ventilation systems were described as adequate and functional. Many respondents noted that the space was clean, comfortable, and organized, which allowed service processes to run more smoothly. However, areas requiring improvement were also highlighted, including restroom cleanliness and the limited number of chairs available during busy hours. These findings demonstrate that while the office environment meets basic service expectations, further enhancement is needed to create a more comfortable and user-friendly atmosphere.

Beyond facilities, residents consistently praised the professional appearance and demeanor of staff. Employees were described as neat, tidy, and consistently well-presented in their official uniforms. Respondents emphasized that politeness and friendly attitudes contributed significantly to their sense of comfort while accessing services. This professional presentation reinforced a perception of credibility and reliability among residents. In fact, staff appearance and demeanor were regarded as one of the strongest attributes in this dimension.

Communication infrastructure formed another component of tangibles, though here satisfaction was less consistent. Respondents acknowledged the existence of telephones and WhatsApp groups, but also pointed out that these channels were not always active or reliable. While communication through WhatsApp groups was occasionally useful, email and social media platforms were underutilized. The lack of regular updates on platforms such as Facebook or Instagram limited opportunities for timely engagement with citizens. Therefore, although the presence of communication tools was recognized, their limited functionality signaled a need for optimization and more strategic digital use.

4.3.2 Reliability

The reliability dimension revealed a more critical set of findings, particularly concerning the accuracy of information. Several respondents shared experiences in which announcements did not align with actual service practices, leading to inefficiencies. Mismatches between stated requirements and the actual documents needed often forced citizens to return multiple times. This lack of alignment undermined residents' confidence in the administrative process and created unnecessary burdens. Thus, accuracy of information emerged as one of the most pressing challenges within this dimension.

Despite shortcomings in accuracy, consistency of service across different staff members was reported more positively. Respondents generally agreed that staff maintained a courteous and professional demeanor regardless of who was serving them. Some variations in detail were noted, but the overall level of service quality was steady and dependable. Such

consistency reassured residents that standards were being upheld, even if complete uniformity had not yet been achieved. This suggests that the foundation for reliable service delivery exists, though it requires refinement.

Accessibility also contributed to perceptions of reliability, with mixed responses from residents. Many respondents indicated that procedures were clear and that staff were ready to assist, which facilitated access to services. However, physical barriers such as long queues during peak hours and the uphill location of the office were cited as obstacles, particularly for elderly residents or those without personal transportation. While services were accessible in principle, these logistical challenges limited full inclusivity. Therefore, reliability was seen as partially achieved, but still constrained by systemic and infrastructural weaknesses.

4.3.3 Responsiveness

Responsiveness emerged as one of the weaker dimensions, especially with regard to the clarity of information. Residents frequently described receiving inconsistent explanations from staff, with some reporting that requirements were not clearly stated until after initial attempts to process documents. The lack of standardized written guidelines exacerbated this issue, leaving residents dependent on varying verbal instructions. This inconsistency created confusion, inefficiency, and frustration among citizens. Consequently, the clarity and accessibility of information remain significant areas for improvement.

Another prominent issue was the speed of service delivery. Respondents consistently reported delays in processing documents, even for relatively simple administrative requests. Promised deadlines were often missed, and residents were rarely given clear reasons for delays. Long waiting times were also common, with some residents spending hours waiting for services that should have been quick to complete. These experiences highlighted the urgent need for more efficient queue management and improved process coordination.

Nevertheless, residents acknowledged that staff members generally approached them with politeness and respect. Courteous behavior was noted as a positive factor that partially offset frustrations about inefficiency. Respondents emphasized that, although friendliness was appreciated, it could not fully compensate for delays and lack of clear information. In this sense, responsiveness was characterized by strong interpersonal skills but weak operational systems. Improvement in process efficiency and standardized communication could significantly strengthen this dimension.

4.3.4 Assurance

The assurance dimension was identified as one of the strongest aspects of service delivery. Residents consistently expressed confidence that their personal data was secure and handled responsibly. They reported no experiences of data misuse or breaches of confidentiality, reinforcing a sense of safety and trust. This high level of confidence in administrative integrity contributed greatly to overall satisfaction. As a result, data security was recognized as a defining strength of public service quality in the kelurahan.

In terms of staff competence, responses were generally positive but somewhat qualified. Most residents felt that staff members understood service procedures and could explain steps when asked. However, respondents also noted that explanations were sometimes incomplete and that handling complex cases could be slow. These occasional shortcomings pointed to the need for ongoing training and better coordination with external institutions. Still, the overall competence of staff was considered satisfactory and contributed positively to the assurance dimension.

Trust in the integrity of staff was another highly valued factor. Respondents unanimously described civil servants as honest, transparent, and dependable. There were no reports of misconduct, favoritism, or corruption, which strengthened the kelurahan's

reputation for integrity. This transparency created confidence among residents that administrative processes were fair and reliable. Thus, assurance was reinforced not only through competence and security but also through the trustworthiness of staff interactions.

4.3.5 Empathy

The empathy dimension received mixed yet generally favorable evaluations from residents. Respondents appreciated that staff demonstrated concern and willingness to help with administrative issues. However, attention was often divided during busy periods, which made residents feel less understood. Some reported having to repeat explanations to ensure their needs were properly addressed. This indicated that empathy, while present, was not always delivered consistently.

Understanding of residents' needs was considered adequate but sometimes superficial. Many respondents observed that staff made efforts to identify and address their requirements, yet this process was not always efficient. At times, hurried service resulted in incomplete understanding of residents' problems. In contrast, other experiences showed staff offering alternative solutions, reflecting an effort to respond more fully to individual needs. These mixed assessments highlight the importance of developing deeper, more consistent engagement strategies.

Communication, however, emerged as the strongest sub-dimension of empathy. Respondents praised staff for using polite, clear, and accessible language that was easy to understand. This style of communication helped residents from diverse backgrounds feel comfortable and respected when seeking services. The clarity of explanations reduced anxiety and improved the overall perception of administrative processes. As a result, communication was seen as a defining strength that effectively enhanced the empathetic dimension of service delivery.

4.4 Key Areas for Improvement

Based on the SERVQUAL analysis, five sub-dimensions emerged as priority areas for improvement: (1) accuracy of information, (2) clarity and accessibility of service procedures, (3) service speed, (4) availability and activation of communication facilities, and (5) staff understanding of residents' needs. Addressing these shortcomings is essential to elevate overall public satisfaction and align with best practices in citizen-centric governance (Fahmi *et al.,* 2024); Ryklief, 2022).

4.4.1 Accuracy of Information

The accuracy of information is a fundamental issue in the reliability dimension of public services at Kelurahan Puhun Tembok. Residents often complained of discrepancies between information distributed through WhatsApp groups or notice boards and the actual service conditions. For example, service schedules were changed without prior notification, and incomplete document requirements forced citizens to return multiple times. Such inconsistencies not only disrupt service efficiency but also reduce public trust in government institutions. Therefore, a structured, accurate, and real-time communication system is urgently required.

One solution involves the development of a cloud-based digital information system that integrates service units with public communication channels such as WhatsApp, websites, and digital notice boards. This system should include automated update features to ensure that changes in schedules or requirements are disseminated uniformly across all platforms. Noeridha (2023) demonstrated that the application of integrated information and communication technology significantly enhances the speed and accuracy of public information distribution at the local level. Such systems are crucial for ensuring consistency

and eliminating miscommunication. By adopting these technologies, the kelurahan can move closer to reliable and citizen-centered service delivery.

In addition to technological solutions, human resource capacity building is equally important. Regular training for service staff and public information administrators is needed to strengthen awareness of accuracy and two-way communication. Feedback mechanisms should also be reinforced so that residents can validate and improve the accuracy of information through their experiences. Hanasi (2024) highlighted that training in digital communication significantly increases citizen satisfaction with public services. Moreover, to reach those without internet access, digital notice boards in strategic locations and citizen information volunteers should be mobilized, as shown by Aziz *et al.* (2021), who found community-based information dissemination increased trust in government institutions.

4.4.2 Clarity and Accessibility of Procedures

Clarity and accessibility of procedures constitute another pressing challenge within the responsiveness dimension. Many residents reported confusion due to the absence of written guidelines and inconsistent verbal explanations from staff. This reliance on oral communication created misunderstandings, forcing residents to make multiple visits to complete documentation. Such inefficiencies illustrate the urgent need for standardized communication practices and accessible written materials. Without improvements, citizens will continue to experience avoidable frustration and delays.

A key measure to address this issue is the implementation of standardized communication protocols across all staff members. Lamsal and Gupta (2022) emphasized that compliance with rules and responsiveness significantly increase satisfaction with public services. Accordingly, detailed standard operating procedures (SOPs) should be developed for communicating service requirements to the public. Regular training programs are necessary to ensure staff deliver consistent and clear information. Monitoring and evaluation systems should be applied to maintain uniformity across all communication channels.

Providing comprehensive brochures and written service materials is another concrete solution. Telg and McLeod-Morin (2024) stressed that effective communication materials must adopt a reader-focused approach, using simple, direct language and clear structure. Well-designed brochures with bullet points, short sentences, and engaging layouts can reduce dependence on inconsistent verbal explanations. Information panels and digital signage can further reinforce accessibility. Ultimately, these tools will ensure that all citizens, regardless of literacy levels or prior experience, can easily understand service procedures.

4.4.3 Service Speed

Service speed was consistently identified as one of the weakest aspects of performance. Residents often faced delays even when the office was not crowded, with cases of promised one-day services extending to two days without notice. Such inefficiency highlighted weaknesses in queue management, staff coordination, and workload distribution. These problems diminish citizens' confidence in administrative systems and lead to dissatisfaction with service reliability. Consequently, reforms to improve efficiency and punctuality are urgently required.

The introduction of digital queue management systems offers a practical solution. Fraz (2023) reported that such systems, equipped with automated queue assignment and real-time tracking, reduce waiting times by up to 40%. Features such as SMS notifications can keep residents updated about their service progress without requiring their physical presence. Supervisors can also use dashboard monitoring to identify bottlenecks and reallocate resources effectively. These measures increase transparency and help align actual delivery with service promises.

Other proven methods include priority-based scheduling and Lean Six Sigma process improvements. Harding *et al.* (2020) demonstrated that the Specific Timely Appointments for Triage (STAT) model reduced initial waiting times by 29% in public services through dynamic scheduling. Tempelman (2025) found that Lean Six Sigma approaches eliminated waste and cut processing time by up to 68% by streamlining workflows and standardizing templates. Applying such strategies to kelurahan services would ensure that administrative processes are both efficient and predictable. By combining technology and process improvement, service speed can be greatly enhanced.

4.4.4 Communication Infrastructure

The availability and activation of communication facilities were also identified as areas needing improvement. While residents acknowledged the presence of telephones, WhatsApp numbers, and social media accounts, they reported that these channels were often underutilized. Delays in telephone responses and inactive digital platforms limited the effectiveness of these communication tools. Given the increasing reliance on digital communication, this underperformance weakened both responsiveness and transparency. Strengthening communication facilities is thus essential to improve service engagement.

WhatsApp Business API combined with automated ticketing systems offers an effective solution to this problem. Kotnana (2025) illustrated that integrating over 160 public services with WhatsApp chatbots reduced response times from 48 hours to just 12 minutes. Such systems can categorize requests by complexity and urgency, ensuring that emergencies receive priority handling. Real-time notifications also allow citizens to track the progress of their requests, reducing the need for repeated phone calls. Implementing such features would make communication more efficient and citizen-centered.

Social media strategies are also critical for enhancing transparency and engagement. Rempe (2023) recommended the 4-1-1 model, which balances informative, educational, and interactive posts to maintain citizen interest and trust. Research by Rempe (2023) confirmed that Instagram Story Highlights improved accessibility of key information by 58% compared to email. Local WhatsApp groups moderated by trained officials also proved effective in Brazil, reducing misinformation by 42% and providing reliable complaint channels (Barbosa, 2021). By activating and optimizing these platforms, the kelurahan can create responsive, accessible, and interactive communication with its citizens.

4.4.5 Citizen-Centric Empathy

The final area for improvement concerns staff understanding of residents' needs, which falls under the empathy dimension. Some residents felt that staff did not always take the time to fully understand their specific situations, particularly during busy hours. This created a perception of superficial service delivery, where solutions were generic rather than personalized. Such experiences reduced citizens' sense of being valued and understood by their local government. Addressing this issue requires a stronger citizen-centric approach.

Citizen-centric service models emphasize the importance of tailoring responses to the unique context of each resident. Fahmi *et al.* (2024) argued that citizen-centered e-government approaches increase inclusivity and expand public participation. Training programs should therefore focus on improving staff ability to listen actively, identify nuanced needs, and provide personalized solutions. By understanding the context of residents' challenges, staff can deliver services that are not only efficient but also empathetic. Such reforms would improve both satisfaction and trust.

Participatory mechanisms are also essential for strengthening empathy. Ryklief (2022) found that continuous training in citizen-centric values enhanced efficiency and service quality in South Africa. Atiku, Kurana and Ganiyu (2023) further emphasized the importance of

engaging residents directly in planning, implementation, and evaluation of public services. Mechanisms such as consultation forums, community feedback loops, and strengthened complaint-handling systems enable residents to influence decisions. These practices foster deeper understanding and ensure that services are both responsive and human-centered.

5. Conclusion

The findings of this study reveal that public service delivery in Kelurahan Puhun Tembok is generally perceived as satisfactory, with notable strengths in staff appearance, professionalism, interpersonal communication, and the assurance of security and trust. Residents expressed confidence in the integrity of civil servants and valued the courteous and clear communication style that facilitated interactions with the office. Nevertheless, several critical weaknesses were identified, particularly concerning the accuracy of disseminated information, the speed of service delivery, and the limited utilization of digital communication channels. While tangibles such as office facilities and staff presentation were positively evaluated, reliability and responsiveness dimensions highlighted systemic shortcomings. Specifically, residents reported inconsistencies in information, prolonged waiting times, and insufficient responsiveness to their individual needs. The SERVQUAL analysis thus demonstrates that although Kelurahan Puhun Tembok has built a foundation of credible and trustworthy services, improvements are urgently required to enhance accuracy, efficiency, and inclusiveness, ensuring that services align more effectively with the expectations and needs of the community.

To address these challenges, several strategic measures are recommended. First, the kelurahan should strengthen information accuracy and transparency by integrating cloud-based digital systems, standardized operating procedures, and comprehensive written guidelines to prevent discrepancies and confusion. Second, responsiveness can be improved by adopting digital queue management systems, priority-based scheduling models, and streamlined workflows informed by Lean Six Sigma methodologies to reduce inefficiencies. Third, communication infrastructure requires activation and optimization through WhatsApp Business API, structured social media strategies, and moderated neighborhood WhatsApp groups, ensuring timely and interactive engagement with residents. Fourth, staff capacity should be enhanced through regular training in empathetic and citizen-centric service approaches, focusing on personalized understanding of residents' contextual needs. Finally, participatory mechanisms—such as feedback forums and community consultations—should be institutionalized to involve residents directly in service planning and evaluation. By prioritizing these initiatives, Kelurahan Puhun Tembok can significantly elevate service quality, foster greater community trust, and set an example of transparent, responsive, and human-centered governance at the local level.

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