



DOI: <https://doi.org/10.38035/dijms.v7i6>
<https://creativecommons.org/licenses/by/4.0/>

Community Satisfaction Index for Evaluating Public Service Quality in Bekasi Regency

Abdul Rojak¹, Merdi Hajiji²

¹Universitas Teknologi Digital, Bandung, Indonesia, abdulrozak@digitechuniversity.ac.id.

²Universitas Teknologi Digital, Bandung, Indonesia, abdulrozak@digitechuniversity.ac.id.

Corresponding Author: abdulrozak@digitechuniversity.ac.id¹

Abstract: Public service quality is an important indicator of government performance in delivering accountable and citizen-oriented services. This study aims to evaluate public service quality through the Community Satisfaction Index (CSI) at the Department of Water Resources, Highways, and Construction of Bekasi Regency and to identify service aspects requiring improvement. The study employed a quantitative descriptive approach supported by qualitative analysis. Data were collected through the Community Satisfaction Survey using a structured questionnaire based on the national survey guidelines and the SERVQUAL framework. The data were analyzed using descriptive statistical techniques by calculating weighted mean scores and converting them into the Community Satisfaction Index. The findings show that the institution achieved a Community Satisfaction Index score of 86.15, indicating good service quality. High satisfaction was observed in service requirements, complaint handling, and staff competence, whereas service facilities, completion time, and service costs received relatively lower evaluations. These findings suggest that continuous service evaluation can support evidence-based decision-making and contribute to improving public service quality and strengthening public trust.

Keyword: Community Satisfaction Index, Public Service Quality, Community Satisfaction Survey, SERVQUAL, Local Government.

INTRODUCTION

Public service quality is a fundamental indicator of government performance in meeting citizens' needs and expectations. Increasing public awareness, technological development, and demands for transparency have encouraged government institutions to continuously improve service quality to ensure effectiveness, accountability, and responsiveness (Ibrahim, 2008). High-quality public services also play an important role in strengthening public trust, improving institutional performance, and supporting the implementation of good governance (Sinambela, 2006). Recent studies also emphasize that service quality is closely associated with citizen satisfaction, trust in government, and institutional legitimacy, making it a strategic priority for local governments (Pham et al., 2023). In Indonesia, the implementation of regional autonomy has further strengthened the responsibility of local governments to provide high-quality public

services while maintaining accountability and responsiveness toward community needs (Moenir., 2010).

Evaluating service quality is essential because public expectations continue to increase regarding accessibility, timeliness, transparency, and fairness. Regular performance evaluation enables government institutions to identify weaknesses in service delivery and implement appropriate improvement strategies (Moenir., 2010). One of the most widely adopted evaluation instruments in Indonesia is the Community Satisfaction Survey (Survei Kepuasan Masyarakat [SKM]), which measures citizens' perceptions of public services and provides an empirical basis for assessing institutional performance (Kurdi, 2016). The survey results are subsequently converted into the Community Satisfaction Index (Indeks Kepuasan Masyarakat [IKM]), which serves as an important indicator for evaluating service quality and identifying aspects requiring improvement (Damayanti et al., 2017). The Community Satisfaction Index also provides government institutions with objective information for monitoring service performance and establishing priorities for continuous quality improvement (Soekamti, 2017). Recent evidence likewise indicates that citizen satisfaction surveys provide governments with valuable information for improving service effectiveness and public accountability (Mónica et al., n.d.).

The Department of Water Resources, Highways, and Construction of Bekasi Regency play a significant role in delivering infrastructure-related public services that directly affect regional development and community welfare. Public services delivered by infrastructure agencies require not only compliance with administrative procedures but also efficiency, reliability, and responsiveness to community needs (Ibrahim, 2008). Despite ongoing efforts to improve service delivery, the agency continues to face challenges, including increasing public expectations, limited resources, and the need to improve operational efficiency and supporting facilities. These challenges highlight the importance of periodically assessing community satisfaction to ensure that public services remain responsive and aligned with citizens' needs (Rahmayanty, 2013). Similar findings have been reported in recent studies, which demonstrate that infrastructure and operational efficiency remain significant determinants of citizens' perceptions of local government service quality (Elizett et al., 2024).

The assessment of community satisfaction should not only emphasize administrative compliance but also evaluate users' experiences throughout the service delivery process. The SERVQUAL model explains that service quality is reflected through several dimensions, including tangibles, reliability, responsiveness, assurance, and empathy, all of which influence public perceptions of service quality (Parasuraman et al., 1988). Therefore, integrating the Community Satisfaction Survey with the SERVQUAL framework provides a more comprehensive understanding of the strengths and weaknesses of public service delivery (F. Tjiptono & Chandra, 2012). Recent empirical studies continue to confirm that SERVQUAL remains a reliable framework for assessing citizen satisfaction in both conventional and digital public services (Kurniasih et al., 2023).

Previous studies have demonstrated that the Community Satisfaction Index is an effective instrument for evaluating public service performance and supporting continuous quality improvement (Soekamti, 2017). Likewise, Damayanti et al. (2017) reported that the Community Satisfaction Index provides useful evidence for identifying service components requiring improvement while supporting decision-making within public institutions. Similarly, Kurdi (2016) emphasized that periodic community satisfaction surveys enable government organizations to evaluate service quality objectively and formulate evidence-based service improvement strategies. More recent studies have further shown that citizen satisfaction is influenced by service quality, perceived value, institutional responsiveness, and the adoption of technology-enabled public services (Pham et al., 2023).

Despite the extensive use of the Community Satisfaction Index in evaluating public services, relatively few studies have specifically examined infrastructure-related public service agencies at the local government level. Most previous studies have focused on digital

government services, municipal administrations, or general public service organizations (Ramadhan & Pribadi, 2024). Consequently, empirical evidence regarding community satisfaction with infrastructure service providers remains limited, particularly within the Indonesian local government context. This gap highlights the need to evaluate community satisfaction in the Department of Water Resources, Highways, and Construction of Bekasi Regency.

Based on these considerations, this study aims to analyze the Community Satisfaction Index of the Department of Water Resources, Highways, and Construction of Bekasi Regency. Specifically, the study evaluates the level of community satisfaction with public services and identifies service attributes that should be prioritized to support continuous service quality improvement and strengthen good governance. The findings are expected to provide empirical evidence for improving public service performance and supporting more responsive and citizen-oriented public service policies (Rahmayanty, 2013).

METHOD

Research Design

This study employed a quantitative descriptive approach supported by qualitative analysis to evaluate community satisfaction with public services provided by the Department of Water Resources, Highways, and Construction of Bekasi Regency. The quantitative approach was used to measure the level of community satisfaction based on predefined service indicators, while the qualitative approach supported the interpretation of survey findings and provided a more comprehensive understanding of public perceptions. A descriptive approach was considered appropriate because it enables researchers to systematically describe public service performance based on empirical data collected from service users (Sugiyono., 2009). Furthermore, descriptive research is widely applied in public service evaluation to identify the strengths and weaknesses of service delivery (Sinambela, 2006).

Research Site and Participants

The study was conducted at the Department of Water Resources, Highways, and Construction of Bekasi Regency, Indonesia. The unit of analysis consisted of public service units within the agency, whereas the respondents were community members who had received services during the survey period. Respondents were selected because they had direct experience with the services provided and were therefore able to evaluate institutional performance objectively. Evaluating service users' perceptions is considered an effective approach for assessing the quality of public service delivery (Ibrahim, 2008).

Research Instrument

The Community Satisfaction Survey (Survei Kepuasan Masyarakat, SKM) was developed in accordance with the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Community Satisfaction Surveys in Public Service Delivery. This regulation provides standardized procedures for measuring community satisfaction across public service institutions. In addition to the national guideline, the evaluation adopted the SERVQUAL model to assess service quality from the perspective of service users (F. dan G. Chandra. Tjiptono, 2012).

Based on the Ministerial Regulation, the Community Satisfaction Index (IKM) was measured using nine service elements: service requirements, service procedures, service completion time, service costs or tariffs, service products, staff competence, staff behavior, service commitment, and complaint handling. These indicators represent the minimum service standards expected from government institutions in delivering quality public services (Pemerintah Republik Indonesia, 2017). To strengthen the assessment, the study also

incorporated the SERVQUAL dimensions, including tangibles, reliability, responsiveness, competence, courtesy, credibility, security, accessibility, communication, and understanding customer needs. These dimensions provide a comprehensive evaluation by considering both technical and interpersonal aspects of service quality (F. dan G. Chandra. Tjiptono, 2012).

Variables and Measurement

The study employed two operational variables, namely community expectations and community perceptions regarding public service quality. Community expectations refer to the level of service anticipated by respondents before receiving services, whereas community perceptions represent their actual experiences after using the services. These variables were operationalized through the nine Community Satisfaction Index indicators and measured using a four-point Likert-type scale, ranging from one (lowest level of satisfaction) to four (highest level of satisfaction). The use of perception- and expectation-based measurements enables a more comprehensive assessment of service quality from the users' perspective (Moenir., 2010).

Data Collection Procedure

Data were collected using a structured questionnaire specifically designed for the Community Satisfaction Survey. The questionnaire consisted of three sections: respondent characteristics, enumerator information, and service quality assessment. Survey implementation followed the procedures established in the national Community Satisfaction Survey guidelines, including questionnaire preparation, respondent selection, survey administration, data processing, and presentation of survey findings (Pemerintah Republik Indonesia, 2017).

Primary data were obtained through structured questionnaires and interviews with service users, while supporting information was collected from institutional documents and relevant literature. Additional data collection techniques, such as self-administered questionnaires, electronic surveys, focus group discussions, and in-depth interviews, were employed when necessary to enhance data completeness. Combining multiple sources of evidence contributes to improving the credibility of research findings (Sugiyono, 2009).

Data Analysis

The collected data were analyzed using descriptive statistical techniques. Each response was assigned a score ranging from one to four, after which weighted mean scores were calculated for each service element. The Community Satisfaction Index (IKM) was obtained by calculating the weighted average of all service indicators and converting the results into an index scale ranging from 25 to 100 in accordance with the Community Satisfaction Survey guideline (Pemerintah Republik Indonesia, 2017).

Based on the converted index, service performance was classified into four categories: A (Excellent), B (Good), C (Fair), and D (Poor). This classification facilitated the interpretation of community satisfaction levels and enabled the identification of service components requiring improvement. The Community Satisfaction Index has been widely recognized as an effective instrument for evaluating public service performance and supporting evidence-based policy improvement (Soekamti, 2017).

RESULTS AND DISCUSSION

The Community Satisfaction Survey involved 199 respondents who had received public services from the Department of Water Resources, Highways, and Construction of Bekasi Regency. Respondents represented various service units, including Water Resources, Road Construction, Bridge Construction, Construction Services, Technical Implementation Units (UPTD), and Rapid Response Units (URC). The respondents also reflected diverse demographic characteristics in terms of gender, educational background, and service utilization,

providing a representative overview of users' perceptions toward the institution's public services.

Table 1. Respondent Characteristics

Characteristics	Frequency	Percentage
Male	165	82.9
Female	34	17.1
Junior High School	2	1.0
Senior High School	74	37.2
Diploma	5	2.5
Bachelor's Degree	110	55.3
Master's Degree	8	4.0

Source: Research data

The analysis indicates that the Department achieved an overall Community Satisfaction Index (CSI/IKM) score of 86.15, which falls within the Good (Category B) classification according to the national Community Satisfaction Survey standards. This result suggests that the institution has generally provided public services that meet community expectations, although several service elements still require continuous improvement.

Table 2. Community Satisfaction Index by Service Element

Service Element	Mean Score
Service Requirements	3.85
Service Procedures	3.43
Service Completion Time	3.32
Service Costs	3.28
Service Product	3.37
Staff Competence	3.45
Staff Behavior	3.49
Facilities	3.32
Complaint Handling	3.81

Source: Research data

Among the nine service elements, service requirements obtained the highest evaluation, followed by complaint handling and staff competence. These findings indicate that respondents considered administrative requirements relatively clear and easy to fulfill, while complaint management procedures were perceived as responsive and accessible. In addition, the positive evaluation of staff competence demonstrates that service personnel possess adequate knowledge and skills to deliver public services effectively. Similar findings have been reported by Damayanti et al. (2017), who argued that clear administrative procedures and competent personnel contribute significantly to higher levels of community satisfaction. Likewise, Kurdi (2016) emphasized that effective complaint management represents one of the essential indicators of successful public service delivery.

Despite the overall positive evaluation, several service elements received comparatively lower scores. Service costs or tariffs, service facilities and infrastructure, and service completion time were identified as the lowest-rated components across service units. These findings indicate that respondents still expect more efficient service processes supported by adequate facilities and transparent service costs. Although the overall service quality remains within the good category, improvements in these aspects would likely enhance citizens' experiences and increase overall satisfaction. Similar observations were reported by

Rahmayanty (2013), who suggested that continuous improvement in operational efficiency and supporting facilities is fundamental for maintaining excellent public services.

The findings also support the SERVQUAL framework, which emphasizes that public satisfaction is influenced not only by administrative procedures but also by tangible facilities, responsiveness, and service reliability (Parasuraman et al., 1988). In this study, the high scores for administrative requirements and complaint handling reflect positive perceptions of reliability and responsiveness, whereas the relatively lower evaluation of facilities corresponds to the tangible dimension of service quality. F. Tjiptono & Chandra (2012) similarly argued that improvements in physical facilities and service processes are essential for achieving sustainable service quality.

Overall, the results demonstrate that the Department has successfully maintained a satisfactory level of public service performance while identifying several priorities for future improvement. The Community Satisfaction Index serves not only as a performance indicator but also as an evidence-based management tool for monitoring service quality and formulating improvement strategies. These findings are consistent with Soekamti (2017), who concluded that periodic Community Satisfaction Surveys provide valuable information for strengthening accountability and improving the quality of public services. Furthermore, the implementation of the Community Satisfaction Survey supports the principles of transparency, responsiveness, and continuous quality improvement promoted in Indonesian public administration (Sinambela, 2006).

CONCLUSION

This study evaluated community satisfaction with public services provided by the Department of Water Resources, Highways, and Construction of Bekasi Regency using the Community Satisfaction Survey (SKM) approach. The findings indicate that the institution achieved a Community Satisfaction Index (IKM) of 84.08, which falls within the "Good" service quality category according to the national evaluation standard. This result demonstrates that the agency has generally delivered public services that meet community expectations while complying with the principles of public service quality established by the government.

The analysis further reveals that service users expressed the highest levels of satisfaction with administrative procedures and service delivery processes, whereas supporting facilities, infrastructure, and service completion time remain the primary aspects requiring further improvement. These findings suggest that continuous evaluation through the Community Satisfaction Survey provides valuable evidence for identifying service strengths and weaknesses and for supporting quality improvement initiatives. This conclusion is consistent with the view of Soekamti (2017), who argues that the Community Satisfaction Index serves as an important instrument for assessing public service performance and guiding institutional improvement.

The findings also confirm that community satisfaction is influenced not only by procedural compliance but also by the quality of supporting facilities and operational efficiency. As emphasized by F. dan G. Chandra. Tjiptono (2012), improving tangible service attributes alongside responsive and reliable service delivery contributes significantly to increasing users' perceptions of service quality. Therefore, future service improvement should prioritize upgrading service facilities, accelerating service processes, standardizing service information, and expanding the implementation of digital public services to enhance transparency, accessibility, and overall community satisfaction.

REFERENCE

Damayanti, L. D., Suwendra, I. W., & Yulianthini, N. N. (2017). Analisis kepuasan masyarakat terhadap pelayanan publik berdasarkan Indeks Kepuasan Masyarakat (IKM) Kantor

- Kecamatan Sawan Kabupaten Buleleng. *Jurnal Pendidikan Ekonomi Undiksha*, 9(2), 437–446.
- Elizett, Y., Chávez, A., Osorio, R., & Bueno, A. (2024). Nanotechnology Perceptions ISSN 1660-6795 www. In Nanotechnology Perceptions (Vol. 20, Number S6). www.nano-ntp.com
- Ibrahim, Amin. (2008). *Teori dan Konsep Pelayanan Publik Serta Implementasinya*. Jakarta: Mandar Maju.
- Kurdi, M. (2016). Pengukuran Indeks Kepuasan Masyarakat (IKM) di Puskesmas Pamarayan Kabupaten Serang. *Jurnal Lingkar Widyaaiswara*, 3(2), 22–26.
- Kurniasih, D., Pedrason, R., Harryarsana, I. G. K. B., Hamid, S., & Saputra, A. S. (2023). The effect of e-Servqual and public service on community satisfaction: An empirical study in government organization. *International Journal of Data and Network Science*, 7(3), 1413–1420. <https://doi.org/10.5267/j.ijdns.2023.3.022>
- Moenir. (2010). *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Bumi Aksar.
- Rahmayanty, Nina. (2010). *Manajemen Pelayanan Prima*. Yogyakarta: Graha Ilmu.
- Mónica, S., Barros, S., César, U., Lima, V., Gianina, M., Ramirez, P., Aurora, P., Gonzales Pérez, D. C., Nelber, P., & Rojas, D. (n.d.). Citizen satisfaction with the quality of local government services: systematic review 2020-2025. Retrieved <https://orcid.org/0000-0002-4147-9092>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1), 12–40.
- Pemerintah Republik Indonesia. (2017). *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 14 Tahun 2017 tentang Pedoman Penyusunan Survei Kepuasan Masyarakat Unit Penyelenggara Pelayanan Publik*.
- Pham, L., Limbu, Y. B., Le, M. T. T., & Nguyen, N. L. (2023). E-government service quality, perceived value, satisfaction, and loyalty: Evidence from a newly emerging country. *Journal of Public Policy*, 43(4), 812–833. <https://doi.org/10.1017/S0143814X23000296>
- Rahmayanty, N. (2013). *Manajemen Pelayanan Prima*. Graha Ilmu.
- Ramadhan, S. A., & Pribadi, U. (2024). Building Citizen Satisfaction with E-Government Services: A Case Study of the Population Administration Information System (SIK). *Jurnal Manajemen Pelayanan Publik*, 8(3), 972–988. <https://doi.org/10.24198/jmpp.v8i3.55866>
- Sinambela, L. P. (2006). *Reformasi Pelayanan Publik: Teori, Kebijakan, dan Implementasi*. Bumi Aksara.
- Soekamti, Maryanah. (2017). *Kepuasan Masyarakat Pada Pelayanan Samsat Batam. Dimensi*1(3).
- Sugiyono. (2009). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung : Alfabeta.
- Tjiptono, F. dan G. Chandra. (2012). *Pemasaran Strategik*. Yogyakarta.