

Community Satisfaction Level toward Public Services at the Population and Civil Registration Office of Central Lombok Regency in 2025: Analysis of the Community Satisfaction Index and Improvement Recommendations

Agus^{1*}, Ardiyansah²

¹Islamic Political Thought, State Islamic University of Mataram

²Public Administration, State University of Surabaya

Email: aguslombok@uinmataram.ac.id; ardiyansah@unesa.ac.id

*Corresponding author: aguslombok@uinmataram.ac.id

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Abstract

This study aims to analyze the level of community satisfaction with public services at the Population and Civil Registration Office of Central Lombok Regency by measuring the Community Satisfaction Index (CSI) based on 14 service indicators. The study employs a quantitative approach using a survey method involving 400 respondents in 2025, with data analyzed through perception score processing. The theoretical framework is grounded in customer satisfaction theory and public service quality theory. The results indicate that the average CSI score is 3.34 with a converted value of 83.46, which falls into the “good” category (grade B). Overall, the quality of services is perceived as satisfactory. The highest scores are found in the indicators of service cost fairness and cost certainty, each achieving a perfect score of 4.00 (converted value 100.00), categorized as “very good,” reflecting high transparency and accountability in service costs. However, the lowest scores are observed in the indicators of service requirements (3.04; converted value 76.00) and service schedule certainty (2.92; converted value 73.00), both categorized as “poor.” These findings indicate that the public still faces challenges related to unclear requirements and inconsistent service schedules. Meanwhile, indicators related to staff performance and service environment are generally rated as good. This study concludes that the public service quality at the Population and Civil Registration Office of Central Lombok Regency is generally in the good category, with strong performance in cost transparency. To further improve service quality, it is recommended to simplify service requirements, enhance schedule certainty through accurate information systems, and optimize service digitalization alongside capacity building for service personnel.

Abstrak Penelitian ini bertujuan untuk menganalisis tingkat kepuasan masyarakat terhadap pelayanan publik pada Dinas Kependudukan dan

Pencatatan Sipil Kabupaten Lombok Tengah melalui pengukuran Indeks Kepuasan Masyarakat (IKM) berdasarkan 14 indikator pelayanan. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 400 responden pada tahun 2025, dengan teknik analisis berupa pengolahan nilai persepsi masyarakat. Kerangka teoritis yang digunakan meliputi teori kepuasan pelanggan dan teori kualitas pelayanan publik. Hasil penelitian menunjukkan bahwa nilai rata-rata IKM sebesar 3,34 dengan nilai konversi 83,46 yang termasuk dalam kategori baik (predikat B). Secara umum, kualitas pelayanan yang diberikan telah memuaskan masyarakat. Indikator dengan nilai tertinggi adalah kewajaran biaya pelayanan dan kepastian biaya pelayanan yang masing-masing memperoleh skor 4,00 (konversi 100,00) dengan kategori sangat baik, yang mencerminkan tingkat transparansi dan akuntabilitas biaya yang tinggi. Namun demikian, terdapat indikator dengan nilai terendah, yaitu persyaratan dalam setiap pelayanan (3,04; konversi 76,00) dan kepastian jadwal pelayanan (2,92; konversi 73,00) yang termasuk dalam kategori kurang baik. Hal ini menunjukkan bahwa masyarakat masih menghadapi kendala terkait kejelasan persyaratan serta ketepatan waktu pelayanan. Sementara itu, indikator yang berkaitan dengan kinerja petugas dan kondisi lingkungan pelayanan berada pada kategori baik. Penelitian ini menyimpulkan bahwa kualitas pelayanan publik pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Lombok Tengah telah berada pada kategori baik, dengan kekuatan utama pada aspek transparansi biaya. Untuk meningkatkan kualitas pelayanan secara berkelanjutan, direkomendasikan penyederhanaan persyaratan, peningkatan kepastian jadwal pelayanan melalui sistem informasi yang akurat, serta optimalisasi digitalisasi layanan dan peningkatan kapasitas sumber daya manusia.

Introduction

Public service is a fundamental pillar in the implementation of good governance (Smuel, 2023) and remains a central focus in public administration studies (Ani, 2022). Hasibuan et al. (2025) state that, as a democratic unitary state, Indonesia positions public service as a key instrument to achieve societal welfare, enhance public trust in government, and support sustainable national development. These perspectives are consistent with Law Number 25 of 2009 on Public Services, which mandates that public service providers must deliver services that are high-quality, transparent, accountable, responsive, and non-discriminatory. Service quality, therefore, is not only measured through administrative aspects but also through public perception and user satisfaction.

As a routine governmental responsibility, public service performance must be evaluated periodically. One of the nationally established instruments for measuring public service performance is the Community Satisfaction Index (CSI). Based on the Regulation of the Minister of Administrative and Bureaucratic Reform (Permen PANRB) Number 14 of 2017 concerning Guidelines for Preparing Public Service Satisfaction Surveys, every service provider is required to conduct community satisfaction surveys at least once a year. The CSI

is designed to measure public satisfaction using 14 indicators, including service procedures, requirements, officer clarity, discipline, responsibility, competence, service speed, fairness, courtesy and friendliness, cost fairness, cost certainty, schedule certainty, environmental comfort, and service security. The CSI score is then converted into service quality categories ranging from “very good” to “poor,” which serve as the basis for evaluation and continuous improvement.

According to Hasna et al. (2025), population administration and civil registration services (adminduk) hold a strategic position within Indonesia’s public service ecosystem. This view is supported by Lende et al. (2025), who argue that population administration is not merely the recording of personal data but serves as the foundation for multiple development sectors. Accurate and up-to-date population data are essential prerequisites for development planning, budget allocation, election administration, social assistance distribution, access to healthcare and education, as well as the fulfillment of other civil rights. Therefore, Naufal et al. (2025) emphasize that population administration constitutes a strategic basic service that supports accurate data for government performance and public service delivery.

With Indonesia’s population approaching 300 million, the challenges of managing population data have become increasingly complex, particularly in regions characterized by high urbanization, migration, and geographical diversity, such as the Province of West Nusa Tenggara (NTB). Central Lombok Regency, located on Lombok Island, exhibits unique demographic characteristics. According to the official publication of the Central Lombok Statistics Agency (BPS) in 2025, the population exceeds one million, with significant growth driven by migration, tourism, and infrastructure development. As an economic buffer zone for tourism destinations, Central Lombok faces a high demand for population administration services, including the issuance of electronic identity cards (e-KTP), birth certificates, death certificates, marriage certificates, data updates, and migration services. The Population and Civil Registration Office (DUKCAPIL) of Central Lombok Regency plays a crucial role in delivering these services in a fast, accurate, and accessible manner.

Despite ongoing national bureaucratic reforms, including service digitalization through online applications and the integration of the Population Administration Information System (SIK), public complaints regarding adminduk services persist. Common issues include complex requirements, uncertainty in service schedules, delays in processing, and perceptions of bureaucratic inefficiency. These findings are consistent with CSI surveys conducted in various regions, which generally categorize population administration services as “good,” yet reveal significant variation across indicators, particularly in service requirements and time certainty.

This phenomenon is illustrated by the study of Rifai and Salahuddin (2022), which found that service quality in Bima Regency was relatively poor in several aspects, including service requirements, procedures, and time certainty. These elements were identified as

failing to meet public expectations, despite the overall CSI results showing variability across indicators.

Theoretically, this study is grounded in the concept of customer satisfaction within public service management, where public satisfaction is determined by the gap between expectations and actual service performance. The SERVQUAL approach, which measures dimensions such as tangibles, reliability, responsiveness, assurance, and empathy, is also relevant, although the CSI instrument has been adapted to the Indonesian context. This conceptual foundation originates from Expectancy Disconfirmation Theory introduced by Richard L. Oliver (1980), which explains customer satisfaction as the result of a comparison between expectations and perceived performance.

Oliver's framework has been further developed by subsequent scholars, including Parasuraman et al. (1988), who introduced the SERVQUAL model, conceptualizing service quality as the gap between expectations and perceptions. This model has been widely applied in Indonesian public services to measure community satisfaction. Similarly, Amba et al. (2023) argue that, traditionally, public satisfaction reflects the difference between expectations and perceived service performance, applying this concept within the context of public service management in Indonesia.

Within the broader context of national bureaucratic reform toward a professional and service-oriented civil service (ASN), the measurement of CSI becomes a critical evaluation tool. At the regional level, such as in Central Lombok, which is experiencing accelerated development and tourism-driven economic recovery, improving the quality of population administration services not only enhances public satisfaction but also contributes to achieving the Sustainable Development Goals (SDGs), particularly Goal 16 (Peace, Justice, and Strong Institutions), which emphasizes effective, accountable, and inclusive institutions.

This study aims to analyze the level of community satisfaction with services provided by the Population and Civil Registration Office of Central Lombok Regency using the Community Satisfaction Index (CSI) approach. The significance of this study lies in the fact that Central Lombok, as the second most populous regency after East Lombok in NTB Province, faces substantial and complex demands for population administration services. Documents such as e-KTP, family cards (KK), and birth certificates serve as primary gateways for citizens to access fundamental rights, including education, healthcare, social assistance, and participation in sustainable national development.

This condition necessitates high-quality services that not only comply with Law Number 23 of 2006 on Population Administration but also strengthen public trust in local government, support good governance, and reduce disparities in service access between rural and urban areas. Therefore, this study is essential to provide up-to-date empirical data, identify root causes of service issues, and formulate innovative recommendations for more responsive, inclusive, and efficient service delivery. Ultimately, the CSI analysis serves not merely as a performance evaluation tool but as a strategic instrument to enhance public

service quality, strengthen governmental legitimacy, and support equitable regional development in Central Lombok Regency.

Research Method

This study employs a quantitative approach using a survey method to measure the level of community satisfaction with public services at the Population and Civil Registration Office of Central Lombok Regency. This approach is selected as it provides an objective and empirical assessment of public perceptions regarding service quality based on measurable indicators.

The population of this study consists of all individuals who have accessed population administration services in Central Lombok Regency in 2025. The sampling technique used is purposive sampling, targeting respondents who have directly interacted with the service units of the Population and Civil Registration Office (DUKCAPIL). A total of 400 respondents were selected, which is considered representative for capturing the overall level of community satisfaction.

The research instrument is a structured questionnaire developed based on the Community Satisfaction Index (CSI) guidelines as stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 14 of 2017. The questionnaire covers 14 service indicators, including service procedures, service requirements, clarity of officers, discipline of officers, responsibility of officers, competence of officers, service speed, fairness, courtesy and friendliness, cost fairness, cost certainty, schedule certainty, environmental comfort, and service security. Each indicator is measured using a Likert scale ranging from 1 to 4, representing responses from very dissatisfied to very satisfied.

Data collection was conducted through the distribution of questionnaires directly at service locations and via online platforms to reach a broader range of respondents. The collected data were then analyzed using the Community Satisfaction Index (CSI) calculation method by determining the average perception score for each indicator and converting the results into a scale of 25–100 in accordance with the established guidelines.

Data analysis was carried out using descriptive quantitative techniques by categorizing CSI scores into service quality levels, namely very good, good, poor, and very poor. In addition, indicator-based analysis was conducted to identify strengths and weaknesses in service delivery. The findings of this analysis serve as the basis for formulating recommendations aimed at improving the quality of public services in a sustainable manner.

Results and Discussion

Community Satisfaction Index (CSI) Results

The results of the Community Satisfaction Index (CSI) survey at the Population and Civil Registration Office of Central Lombok Regency indicate that overall service quality falls within the “good” category. The average CSI score is 3.34, with a converted score of 83.46, corresponding to service quality grade B (Good). The highest scores were recorded

for cost fairness and cost certainty, each achieving 4.00 (converted score 100.00), while the lowest scores were found in service schedule certainty (2.92; 73.00) and service requirements (3.04; 76.00).

Table 1. Community Satisfaction Index (CSI) Results

No	Service Indicators	Scale	CSI Conversion	Service Grade	Category
1	Service Procedures	3.22	80.50	B	Good
2	Service Requirements	3.04	76.00	C	Poor
3	Officer Clarity	3.14	78.50	B	Good
4	Officer Discipline	3.34	83.50	B	Good
5	Officer Responsibility	3.40	85.00	B	Good
6	Officer Competence	3.24	81.00	B	Good
7	Service Speed	3.16	79.00	B	Good
8	Service Fairness	3.24	81.00	B	Good
9	Courtesy and Friendliness	3.36	84.00	B	Good
10	Cost Fairness	4.00	100.00	A	Very Good
11	Cost Certainty	4.00	100.00	A	Very Good
12	Schedule Certainty	2.92	73.00	C	Poor
13	Environmental Comfort	3.26	81.50	B	Good
14	Service Security	3.42	85.50	B	Good
Total	Average	3.34	83.46	B	Good

Analysis of Service Procedures and Requirements

The service procedure indicator scored 80.50 (good category), indicating that the service process is relatively clear and understandable. However, the service requirements indicator scored lower at 76.00 (poor category), suggesting that the public still faces difficulties in understanding or fulfilling the required documents and procedures. This finding highlights the need for simplifying requirements and improving clarity through both digital platforms and direct communication.

Analysis of Staff Performance and Behavior

Indicators related to staff performance, including clarity, discipline, responsibility, competence, speed, and fairness, are all categorized as good, with scores ranging from 78.50 to 85.00. This reflects that service personnel perform their duties professionally and responsively. Additionally, the courtesy and friendliness indicator scored 84.00, indicating positive interactions between service staff and the community.

Analysis of Service Cost Aspects

The indicators of cost fairness and cost certainty achieved perfect scores of 100.00 (very good category). This demonstrates that the public perceives service costs as transparent, reasonable, and fair. This aspect represents a key strength in public service delivery, as cost transparency significantly contributes to public trust in government institutions.

Analysis of Service Schedule Certainty

The service schedule certainty indicator recorded the lowest score of 73.00 (poor category). This indicates inconsistencies in service timing, including delays, schedule changes, or insufficient information regarding service hours. Such conditions may reduce public satisfaction, as time certainty is a critical factor in service effectiveness.

Analysis of Environmental Comfort and Service Security

Environmental comfort and service security scored 81.50 and 85.50, respectively, both within the good category. This suggests that service facilities and environmental conditions are generally adequate and provide a sense of safety for users. However, continuous improvements in physical infrastructure and service environments remain necessary to enhance overall service experience.

Overall, public service quality at the Population and Civil Registration Office of Central Lombok Regency is categorized as **good**, with a major strength in cost transparency. However, improvements are still needed, particularly in service requirements and schedule certainty. These findings align with customer satisfaction theory, which posits that satisfaction is influenced by the gap between expectations and perceived service performance. Therefore, efforts to improve service quality should focus on simplifying procedures, ensuring time certainty, and optimizing digital service systems to enhance efficiency and transparency.

Conclusion

This study aimed to analyze the level of community satisfaction with public services at the Population and Civil Registration Office of Central Lombok Regency using the Community Satisfaction Index (CSI) approach. The findings indicate that the overall quality of public services is categorized as good, with an average CSI score of 3.34 and a converted value of 83.46 (grade B). This result suggests that, in general, the services provided have met public expectations.

A key strength identified in this study lies in the service cost dimension, particularly cost fairness and cost certainty, both of which achieved perfect scores. This reflects a high level of transparency and accountability in service delivery, which significantly contributes to building public trust. In addition, indicators related to staff performance, including

competence, discipline, responsibility, and interpersonal behavior, are consistently rated in the good category, indicating a relatively professional and responsive service environment. However, the study also reveals critical areas that require improvement. The lowest scores are found in service requirements and service schedule certainty. These findings suggest that administrative procedures are still perceived as complex or unclear, while inconsistencies in service timing reduce user convenience and overall satisfaction. Such gaps indicate a mismatch between public expectations and actual service performance, as explained by the expectancy-disconfirmation framework.

Overall, while the service performance is satisfactory, achieving higher levels of public satisfaction requires targeted improvements in specific service dimensions, particularly those directly affecting accessibility and reliability.

Based on the findings, several strategic recommendations are proposed to enhance the quality of public services:

1. Simplification of Service Requirements

Service providers should streamline administrative requirements by reducing unnecessary documentation and ensuring clarity in procedures. The use of standardized and easily accessible information, both online and offline, is essential to minimize confusion among service users.

2. Improvement of Service Schedule Certainty

Enhancing time reliability is critical. This can be achieved by implementing clear service timelines, improving queue management systems, and providing real-time information on service status through digital platforms.

3. Optimization of Digital Services

Expanding the use of digital systems, including online applications and integrated population administration platforms, can improve efficiency, reduce waiting times, and enhance service accessibility, particularly for remote users.

4. Capacity Building for Service Personnel

Continuous training programs should be conducted to strengthen both technical competencies and soft skills of service staff, ensuring consistent service quality and improved user experience.

5. Strengthening Monitoring and Evaluation Mechanisms

Regular CSI assessments should be complemented with qualitative feedback mechanisms, such as complaint handling systems and user feedback platforms, to capture more comprehensive insights into service performance.

6. Enhancement of Service Infrastructure

Although environmental comfort and security are rated positively, further improvements in facilities, waiting areas, and service accessibility can contribute to a more user-friendly service environment.

In conclusion, the Community Satisfaction Index should not be viewed merely as an evaluation tool but as a strategic instrument for continuous improvement. By addressing

identified weaknesses and reinforcing existing strengths, public service providers can achieve higher levels of satisfaction, strengthen institutional trust, and support sustainable governance outcomes in Central Lombok Regency.

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