
Beyond Overall Satisfaction: Identifying Service Improvement Priorities in Government-Run Women's and Children's Protection Services in Indonesia

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ABSTRACT

Women's and children's protection services require not only procedural compliance but also timely, accessible, and empathetic responses to people facing vulnerability. This study examines user satisfaction and identifies improvement priorities in a government-run Women's and Children's Protection Technical Service Unit in Banten Province, Indonesia. A quantitative cross-sectional survey was administered to 98 service users using a Likert-scale instrument covering nine public service elements prescribed by Indonesia's national citizen satisfaction survey guideline. Data were analyzed using weighted mean scores and converted into the Public Satisfaction Index. The overall index reached 89.09 (mean = 3.56/4.00), placing the unit in the excellent service-quality category. Users rated service fees most favorably (95.92), followed by procedural conformity (93.88), staff competence (92.60), staff behavior (91.33), and complaint-handling services (90.82). However, service completion time (80.61) and facilities and infrastructure (79.08) were rated only good, signaling a gap between high aggregate satisfaction and users' operational concerns. The findings suggest that performance improvement should prioritize streamlined case workflows, service-level standards, digital scheduling, and more supportive service environments. Satisfaction surveys should therefore be used as a governance tool to translate user experience into targeted, rights-sensitive service reforms.

Keywords: Citizen Satisfaction; Public Service Quality; Women and Children Protection; Service Improvement; Indonesia

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INTRODUCTION

The quality of public services has become one of the defining indicators of government effectiveness in contemporary public administration. Beyond fulfilling statutory obligations, governments are increasingly expected to deliver services that are responsive, inclusive, transparent, and centred on citizens' needs. Recent discussions on human-centred governance emphasize that citizens evaluate government performance primarily through their experiences when accessing public services rather than through institutional outputs alone (OECD, 2025). Consequently, user satisfaction has evolved from being merely a performance indicator into an essential source of evidence for organizational learning, policy refinement, and institutional accountability. International organizations further

argue that continuous assessment of citizen experiences enables governments to identify weaknesses that may remain undetected through conventional administrative monitoring systems (World Bank, 2018). Therefore, public satisfaction surveys have become an increasingly important governance instrument for supporting evidence-based service improvement across different sectors of public administration (OECD, 2025).

This transformation is particularly relevant in public services designed for vulnerable populations, including women and children experiencing violence, exploitation, discrimination, or other forms of social vulnerability. Unlike routine administrative services, protection services require institutions to combine administrative efficiency with empathy, confidentiality, accessibility, and rapid intervention. International frameworks developed by the United Nations and the World Health Organization emphasize that protection services should adopt survivor-centred, rights-based, and integrated approaches to ensure that victims receive comprehensive legal, psychological, social, and medical assistance (WHO, 2021; UN Women, 2024). In practice, however, achieving these standards remains challenging because protection services involve multiple agencies, diverse professional competencies, and highly sensitive case management processes. Consequently, service quality should not only be evaluated through institutional compliance but also through the perceptions and experiences of those who directly receive the services. Measuring user satisfaction therefore provides valuable empirical evidence regarding whether protection services genuinely respond to citizens' expectations and needs.

Within Indonesia, improving public service quality has become an important component of bureaucratic reform and citizen-centred governance. Public institutions are required to conduct periodic Public Satisfaction Surveys (*Survei Kepuasan Masyarakat*) using standardized indicators covering service requirements, procedures, completion time, costs, service products, staff competence, staff behaviour, complaint handling, and supporting facilities (Ministry of Administrative and Bureaucratic Reform, 2017). Although this framework has been widely implemented across government agencies, existing studies predominantly examine public satisfaction in general administrative services, licensing, population administration, healthcare, or digital government. Comparatively limited attention has been devoted to women's and children's protection services, where users often encounter complex legal, psychological, and social challenges that distinguish these services from conventional public administration. Moreover, previous studies generally report overall satisfaction levels without examining whether high aggregate performance conceals weaknesses within specific service dimensions that directly influence service effectiveness. This gap suggests the need for more context-specific empirical evidence that connects overall citizen satisfaction with operational priorities for improving protection services.

In Indonesia, strengthening protection services is no longer understood merely as establishing dedicated institutions, but also as ensuring that those institutions can provide timely, coordinated, and rights-based assistance. The establishment of Regional Technical Implementation Units for Women and Child Protection was guided by Ministerial Regulation Number 4 of 2018, which assigns these units an operational role in serving women and children facing protection-

related problems (Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia, 2018). This mandate was reinforced by Law Number 12 of 2022 on Sexual Violence Crimes, which places the handling, protection, recovery, and coordination of victim services among the responsibilities of the state (Republic of Indonesia, 2022). Government Regulation Number 27 of 2024 further specifies coordination and monitoring arrangements for preventing sexual violence and assisting victims across relevant institutions (Government of the Republic of Indonesia, 2024). Together, these regulatory developments imply that public performance cannot be judged only by the availability of procedures or organizational structures. It must also be assessed through users' access to services that are prompt, safe, respectful, and responsive to their circumstances. This expectation is consistent with international calls for survivor-centred systems that provide timely support, effective referral pathways, and professional assistance without creating further harm (World Health Organization, 2025).

The 2025 public satisfaction survey at UPTD PPA Banten Province offers a useful empirical entry point for examining this issue. Conducted with 98 users, the survey assessed nine nationally mandated elements of public service delivery, including requirements, procedures, completion time, fees, service products, staff competence, staff behaviour, complaint handling, and supporting facilities. The unit achieved a converted Public Satisfaction Index of 89.09, placing its overall performance in Category A, or excellent. Positive ratings were particularly evident in fee conformity, procedure conformity, staff competence, staff behaviour, and complaint handling. However, service completion time received a converted score of 80.61, while facilities and infrastructure received the lowest score of 79.08, with both elements classified as good rather than excellent. The profile of respondents is also relevant because complaint intake represented 58 of 98 users, or 59.18%, while victim accompaniment accounted for 22 users, or 22.45%. This pattern indicates that the unit functions as a frontline access point and a provider of continuing support, making timely response and an adequate service environment central to users' experience (UPTD PPA Banten Province, 2025).

These results reveal an important limitation in the conventional interpretation of public satisfaction data. In many public-sector assessments, the composite index is treated as the principal evidence of service success, while variation across individual service elements receives limited analytical attention. Such an approach is particularly problematic in protection services, where a lower score for completion time or facilities may carry consequences that are more serious than similar shortcomings in routine administrative services. Delays may hinder access to counselling, referral, protection, or case follow-up, whereas inadequate service environments can affect privacy, comfort, and users' perceived safety during disclosure. At the same time, policy discussions on violence-response systems have largely emphasized legal mandates, intersectoral coordination, workforce capacity, and referral mechanisms (Government of the Republic of Indonesia, 2024; World Health Organization, 2025). Although these dimensions are essential, they do not automatically explain how service users evaluate the concrete conditions of service delivery. The resulting gap lies in the limited integration of rights-sensitive protection principles with disaggregated evidence from standardized citizen satisfaction measures.

This study addresses that gap by examining user satisfaction in a government-run women's and children's protection service through a diagnostic rather than merely descriptive perspective. Its novelty lies in treating the Indonesian Public Satisfaction Survey instrument not as an end-of-line reporting mechanism, but as an evidence base for identifying priority areas of institutional reform. First, the study disaggregates the nine service elements to demonstrate how an excellent aggregate index can coexist with uneven operational performance. Second, it interprets lower-rated elements through the specific functions of protection services by linking service completion time with case responsiveness and facilities with privacy, comfort, and safe access. Third, the study connects citizen satisfaction measurement with gender-responsive and rights-based governance in a subnational Indonesian setting. Accordingly, this article asks how service users assess the quality of women's and children's protection services and which elements require prioritized improvement despite high overall satisfaction. By answering this question, the study contributes an empirically grounded approach for translating user feedback into more targeted and context-sensitive public service reform.

Recent research on citizen satisfaction shows that users' evaluations are shaped not only by formal service performance but also by accumulated personal experiences, prior expectations, and the way performance information is interpreted. Consequently, an aggregate satisfaction index should not be treated as a conclusive indicator of organizational success because it may mask uneven performance across individual service dimensions (Ballart et al., 2024; Favero et al., 2025). This concern is particularly relevant for women's and children's protection services, where delays, limited privacy, and inadequate facilities may affect users more severely than in routine administrative services. Studies on integrated violence-response systems show that service quality depends on the ability of institutions to provide accessible pathways, trained personnel, effective coordination, and a safe environment for survivors (Olson et al., 2020; Sikder et al., 2021). Furthermore, trauma- and violence-informed approaches emphasize that service environments must reduce the risk of re-traumatization while recognising the social inequalities experienced by survivors (Wathen & Mantler, 2022). Therefore, the relatively lower ratings for service completion time and facilities in the Banten case should be interpreted as substantive institutional issues rather than minor deviations within an otherwise excellent satisfaction index. This perspective shifts the analysis from measuring satisfaction as an administrative outcome toward using user assessments to diagnose service conditions that require targeted reform.

This study addresses that analytical gap by examining satisfaction data from a government-run women's and children's protection service through a disaggregated and rights-sensitive perspective. Its first contribution is to demonstrate that an excellent overall satisfaction score may coexist with lower-performing service elements that are central to the safety, comfort, and continuity of support received by vulnerable users. Its second contribution is to link standardized public satisfaction indicators with contemporary discussions on survivor-centred and trauma-informed public service delivery. Its third contribution is to provide empirical evidence from a subnational Indonesian protection service unit, a context that remains underrepresented in international research on citizen satisfaction and violence-response services. Rather than presenting satisfaction solely as a performance classification, the study identifies

how individual service elements can guide more precise institutional improvement priorities. Accordingly, this article asks how users assess the quality of government-run women's and children's protection services and which service dimensions should be prioritized despite high overall satisfaction. By addressing these questions, the study contributes to public service management literature by offering a practical framework for translating citizen feedback into gender-responsive and rights-based service improvement.

METHOD

This study employed a quantitative descriptive design using a cross-sectional public satisfaction survey. The design was selected to capture users' assessments of government-run women's and children's protection services at a single period of observation. It focused on how service users evaluated key dimensions of service delivery rather than testing causal relationships between variables. The study was undertaken at the Women's and Children's Protection Technical Service Unit of Banten Province, Indonesia. This institution provides several forms of protection-related assistance, including complaint reception, victim accompaniment, mediation, case management, and outreach services. The survey framework followed Indonesia's national guideline for public satisfaction measurement, which enables standardized assessment of service performance across public agencies (Ministry of Administrative and Bureaucratic Reform, 2017).

The study population consisted of users who had directly accessed services at the UPTD PPA Banten Province during the survey period. The sample comprised 98 respondents, as determined in the institutional survey plan using the Krejcie and Morgan sample-size reference. Respondents included users of complaint services, victim accompaniment, mediation, case management, and victim outreach services. Complaint-service users constituted the largest group, reflecting the role of the institution as an initial access point for reporting protection-related concerns. Data collection was conducted from 1 to 30 November 2025 at the UPTD PPA Banten Province. Participants completed the questionnaire through a Google Forms link distributed via WhatsApp or through direct enumerator-assisted entry in the field. The use of identical instruments across both channels was intended to maintain consistency in the responses collected.

Data were gathered using a structured questionnaire based on nine public service elements specified in the national public satisfaction survey guideline. These elements included service requirements, procedures, completion time, service fees, service products, staff competence, staff behaviour, complaint handling, and facilities and infrastructure. Each element was assessed through a four-point Likert-type response scale, with higher values indicating more favourable user evaluations. The questionnaire also recorded respondents' demographic characteristics and the type of service they had received. This structure allowed the study to describe both the profile of service users and their evaluations of each service dimension. The instrument was administered in a concise format to support accessibility for respondents with different educational and occupational backgrounds. This approach is consistent with the use of standardized survey instruments to generate comparable evidence for public service improvement (Creswell & Creswell, 2018).

Responses were entered into a computerized database and analysed using descriptive statistics. Frequency distributions and percentages were used to summarize respondent characteristics and the pattern of responses for each service element. Mean scores were calculated for every service dimension to identify areas of relative strength and weakness. The Public Satisfaction Index was then computed using equal weighting across the nine service elements, with each element assigned a weighted value of 0.11. The resulting index was multiplied by 25 to convert the score into a 25 to 100 scale, following the national interpretation framework. Converted scores between 88.31 and 100.00 were categorized as excellent, whereas scores between 76.61 and 88.30 were categorized as good. Lower-scoring dimensions were interpreted as priorities for improvement because they indicated operational aspects of service delivery that required more focused institutional attention.

FINDINGS AND DISCUSSION

Findings

User Assessment of Government-Run Women's and Children's Protection Services

The assessment of government-run women's and children's protection services was based on the responses of 98 service users of the UPTD PPA Banten Province. The survey captured evaluations from individuals who had accessed different forms of protection-related assistance during the study period. This section examines the profile of service users and their assessment of nine dimensions of service delivery. The analysis is important because the users of protection services may have different needs from users of routine administrative services. Their evaluations reflect not only procedural experiences but also their interaction with service personnel, access to complaint mechanisms, and the adequacy of the service environment. Accordingly, the findings provide an empirical overview of how the institution is perceived by its direct beneficiaries.

The respondent profile shows that the service unit was accessed by a diverse group of users, although young people and women represented the largest proportion. Respondents aged below 18 years accounted for 43.88% of the sample, followed by those aged 18 to 25 years at 20.41%. Female respondents represented 75.51% of all participants, while male respondents accounted for 24.49%. In terms of education, most respondents had completed senior high school, representing 52.04% of the total sample. Students formed the largest occupational group at 40.82%, followed by unemployed respondents and self-employed respondents, each accounting for 18.37%. Th

ese characteristics indicate that the institution primarily served young people, particularly women and school-age users, who may require accessible communication and supportive service arrangements.

Table 2. Profile of Service Users at UPTD PPA Banten Province

Characteristic	Category	Frequency	Percentage
Age	Below 18 years	43	43.88
	18–25 years	20	20.41
	26–35 years	18	18.37
	36–45 years	12	12.24
	46–55 years	4	4.08
	Above 56 years	1	1.02
Gender	Male	24	24.49
	Female	74	75.51
Education	Primary school	13	13.27
	Junior high school	15	15.31
	Senior high school	51	52.04
	Diploma	12	12.24
	Undergraduate degree	7	7.14
Occupation	Student	40	40.82
	Unemployed	18	18.37
	Self-employed	18	18.37
	Homemaker	12	12.24
	Private employee	8	8.16
	Civil servant	1	1.02
	Flight attendant	1	1.02
Type of service	Public complaint service	58	59.18
	Victim accompaniment	22	22.45
	Mediation	9	9.18
	Victim outreach	6	6.12
	Case management	3	3.06

Source: Processed from the UPTD PPA Banten Province Public Satisfaction Survey, 2025.

The data in Table 2 indicate that public complaint services constituted the main entry point for users, with 58 respondents or 59.18% accessing this service. Victim accompaniment was the second most frequently used service, involving 22 respondents or 22.45% of the sample. This pattern suggests that the institution plays a dual role as a frontline complaint channel and as a provider of continuing support for individuals facing protection-related issues. The prominence of users below 18 years also highlights the importance of child-sensitive communication, confidentiality, and accessible reporting mechanisms. The high proportion of female respondents is consistent with the institutional function of UPTD PPA in providing support for women and children experiencing violence, discrimination, or other vulnerabilities. Therefore, the assessment of service quality should be interpreted

within a context where users may require not only procedural clarity but also trust, safety, and responsive assistance.

The overall assessment of service quality was calculated using nine public service elements. These elements included service requirements, procedures, completion time, fees, service products, staff competence, staff behaviour, consultation and complaint services, and facilities. The overall Public Satisfaction Index reached 89.09, placing the service unit in the highest performance category. This result indicates that users generally viewed the service as highly satisfactory. However, the scores varied across individual service elements, showing that some aspects were stronger than others. A detailed comparison is presented in Table 3.

Table 3. User Assessment of Service Quality Across Nine Service Elements

Service Element	Mean Score	Converted Score	Category
Ease of service requirements	3.58	89.54	Excellent
Conformity of service procedures	3.76	93.88	Excellent
Service completion time	3.22	80.61	Good
Conformity of service fees	3.84	95.92	Excellent
Conformity of service products	3.52	88.01	Excellent
Staff competence	3.70	92.60	Excellent
Staff behaviour	3.65	91.33	Excellent
Consultation, complaint, suggestion, and feedback services	3.63	90.82	Excellent
Quality of facilities and infrastructure	3.16	79.08	Good
Overall Public Satisfaction Index	3.56	89.09	Excellent

Source: Processed from the UPTD PPA Banten Province Public Satisfaction Survey, 2025.

The results demonstrate that the highest-rated dimension was the conformity of service fees, which recorded a converted score of 95.92. This result indicates that users largely perceived the costs associated with services as appropriate, transparent, or free from inappropriate charges. Service procedures also received a very high score of 93.88, suggesting that users generally understood and accepted the mechanisms used by the institution. Staff competence obtained a converted score of 92.60, while staff behaviour reached 91.33. These findings show that users positively evaluated both the technical capability and interpersonal conduct of service personnel. Consultation, complaint, suggestion, and feedback services also performed strongly, with a score of 90.82, indicating that the institution had established a relatively positive channel for communication with users.

Despite the excellent overall index, two service dimensions received lower ratings than the remaining elements. Service completion time received a converted score of 80.61, while facilities and infrastructure received the lowest score of 79.08. Both dimensions remained in the good category, but they did not reach the excellent category achieved by the other seven elements. This variation indicates that high overall satisfaction should not be interpreted as evidence that all operational

aspects are equally strong. In protection services, completion time is particularly important because users may require immediate assistance, referral, accompaniment, or case follow-up. Similarly, the quality of facilities can influence users' comfort, privacy, accessibility, and sense of security while accessing sensitive services.

Overall, the findings show that UPTD PPA Banten Province has developed strong performance in procedural clarity, affordability, staff capacity, staff behaviour, and complaint-related services. The results also suggest that service users generally experienced the institution as capable of providing reliable and respectful assistance. Nevertheless, the difference between the highest and lowest scores reveals a need for more focused improvement in operational responsiveness and physical service support. The relatively lower ratings for service completion time and facilities should be treated as priority areas because they are directly connected to the experience of vulnerable users. Improving these dimensions may strengthen the consistency between the institution's high overall satisfaction rating and the actual conditions encountered throughout the service process. Thus, user assessment data provide not only a measure of service performance but also a practical basis for identifying targeted institutional improvement priorities.

From High Satisfaction to Targeted Service Improvement Priorities

The overall Public Satisfaction Index of 89.09 indicates that UPTD PPA Banten Province was generally perceived as providing excellent services. However, the aggregate score should not be interpreted as evidence that every part of the service process performed at the same level. The assessment across the nine service elements reveals visible differences between the strongest and weakest dimensions. Seven elements were classified as excellent, while service completion time and facilities and infrastructure remained in the good category. This pattern suggests that the institution has established a strong foundation in staff-related and procedural dimensions but still faces operational constraints in selected areas. Therefore, service improvement should focus on the elements that may affect users most directly during their interaction with the protection service system.

Service completion time received a converted score of 80.61, making it one of the two lowest-rated dimensions. Although this score remains within the good category, it shows that some users may have experienced delays or uncertainty during the service process. In women's and children's protection services, timeliness is particularly important because users may need immediate information, counselling, referral support, victim accompaniment, or follow-up action. Delayed service completion can affect the continuity of case handling and reduce users' confidence in the institution's responsiveness. The issue becomes more relevant because public complaint services constituted the largest share of service access among respondents. Since complaint handling often becomes the starting point for further protection measures, improvements in response time should be treated as a strategic operational priority.

The improvement agenda for service completion time should begin with a review of the existing service workflow. This review can identify stages that create unnecessary delays, repeated verification, unclear task allocation, or limited coordination between officers. Simplifying the procedure is important, but simplification should not reduce the accuracy or confidentiality required in sensitive

protection cases. The introduction of service-level agreements can help the institution define clearer time standards for complaint reception, initial assessment, referral, accompaniment, and follow-up. In addition, a digital queue or appointment system may help users obtain clearer information about service schedules and expected response times. Strengthening staff capacity in workload management and case coordination would also support more consistent implementation of service time standards.

Facilities and infrastructure received the lowest converted score at 79.08. This result suggests that the physical setting of service delivery has not yet fully met users' expectations, even though the overall quality of services was positively assessed. In protection services, facilities should not be viewed only as administrative support, such as desks, computers, or waiting rooms. The physical environment also influences privacy, emotional comfort, accessibility, and the willingness of users to disclose sensitive experiences. This is especially important because many respondents were women and users below 18 years of age. A service setting that is uncomfortable, crowded, difficult to access, or lacking privacy may weaken the quality of an otherwise professional interaction with service officers.

The institutional response to this issue should include a systematic review of the current condition of facilities and supporting infrastructure. Improvements may include upgrading waiting areas, providing private counselling rooms, ensuring child-friendly spaces, and strengthening access for users with different physical or social needs. The availability of digital devices and internet-supported communication channels is also important because users may need to receive updates, schedule consultations, or submit follow-up information without repeated physical visits. These improvements should be implemented alongside clear maintenance arrangements so that the quality of facilities is sustained over time. The goal is not merely to improve the physical appearance of the office but to create a service environment that supports dignity, confidentiality, and trust. Such an environment is particularly important in cases where users may already experience fear, trauma, or hesitation when seeking assistance.

The findings also indicate that improvement should not focus only on low-scoring elements. Strong service dimensions, particularly staff behaviour, competence, complaint handling, and procedural clarity, should be maintained as institutional strengths. The existing action plan to strengthen staff communication, update understanding of standard operating procedures, and recognize high-performing officers can help preserve this positive performance. At the same time, these strengths can support improvement in service completion time and facilities because capable and responsive officers are essential for implementing new service standards. The institution should therefore treat satisfaction data as a continuous management tool rather than a one-time administrative requirement. By combining faster service processes, improved facilities, and sustained staff quality, UPTD PPA Banten Province can strengthen the consistency between high overall satisfaction and the everyday experiences of women and children who rely on its services.

Discussion

The findings indicate that UPTD PPA Banten Province achieved a high overall Public Satisfaction Index, suggesting that users generally perceived the institution as capable of delivering accessible, professional, and responsive protection services.

Strong ratings for procedures, service fees, staff competence, staff behaviour, and complaint handling imply that the institutional interface between users and service personnel functioned relatively well. This result is consistent with studies showing that clear service design, responsive staff interaction, and perceived procedural fairness are important determinants of citizen satisfaction in public services (Chan et al., 2021; Wilantika, 2021). In the present case, the high scores for staff competence and behaviour are especially relevant because users of women's and children's protection services often interact with officers during emotionally sensitive situations. Positive assessments of staff-related dimensions may therefore indicate that users experienced the service process as respectful and professionally managed. However, high satisfaction should not be understood as a final endpoint because users' evaluations may change when service delays, limited access, or inadequate facilities become more visible during case handling.

The relatively strong assessment of service procedures and complaint-handling mechanisms suggests that UPTD PPA Banten Province has established an effective initial access system for service users. Public complaint services represented the largest type of service accessed, which means that the institution functions as a critical entry point for individuals seeking protection-related assistance. In this context, the quality of first contact is important because it shapes whether users feel confident enough to continue the reporting, referral, or accompaniment process. Research on violence-response systems has shown that survivors are more likely to remain engaged when they encounter service pathways that are understandable, coordinated, and supported by trained personnel (Sikder et al., 2021; Olson et al., 2020). The findings therefore suggest that procedural clarity and professional staff conduct should be preserved as institutional strengths. Maintaining these strengths is important because they can reduce uncertainty and encourage service users to seek help at an earlier stage. The institution should continue strengthening staff communication and complaint-response practices to ensure that positive user experiences are consistently maintained across different service types.

Despite the high overall index, the lower score for service completion time indicates that responsiveness remains an important operational concern. In protection services, time is not merely an administrative indicator because delayed action may affect access to counselling, referral, safety planning, legal assistance, or follow-up support. The gap between the overall excellent classification and the lower rating for completion time supports the argument that aggregate satisfaction data should be interpreted carefully. A favourable composite score may conceal specific bottlenecks that influence users' experiences at critical moments. Research on public service delivery has similarly shown that citizen satisfaction is influenced by actual service experience, expectations, and the perceived consistency between promised and delivered performance (Favero et al., 2025). Therefore, UPTD PPA Banten Province should review service workflows, clarify case-handling timelines, and strengthen coordination between officers responsible for intake, assessment, referral, and accompaniment. Such measures may help reduce uncertainty for users and improve the continuity of support in cases requiring urgent intervention.

The lowest score was recorded for facilities and infrastructure, indicating that the physical service environment may not yet fully support the needs of women and children accessing protection services. This issue should be interpreted beyond the

availability of office equipment or waiting areas. In services involving violence, trauma, and personal disclosure, physical settings influence privacy, dignity, comfort, safety, and willingness to continue seeking help. Evidence from studies on gender-based violence services shows that safe and supportive environments are central to reducing barriers to disclosure and preventing further distress among survivors (Wathen & Mantler, 2022; Burd et al., 2023). The high proportion of female respondents and users below 18 years strengthens the importance of this finding because these groups may need more child-sensitive, confidential, and emotionally supportive spaces. Improvements should therefore include private consultation rooms, child-friendly waiting areas, accessible facilities, and digital communication channels that reduce the need for repeated visits. Enhancing physical and digital service environments would help align institutional performance with the specific needs of vulnerable users.

Overall, the findings demonstrate that public satisfaction surveys can serve as a diagnostic instrument rather than merely a compliance-based performance measure. The case of UPTD PPA Banten Province shows that strong staff performance and procedural clarity can coexist with operational challenges related to response time and facilities. This pattern supports recent public management scholarship that emphasizes the importance of using user feedback to identify specific service design weaknesses instead of relying solely on aggregate performance indicators (Haug et al., 2024). The practical implication is that institutional improvement should focus on targeted interventions rather than broad and undifferentiated reforms. Service-level agreements, digital appointment systems, case tracking mechanisms, private counselling spaces, and regular facility assessments may provide concrete pathways for improvement. By treating lower-scoring elements as priority signals, UPTD PPA Banten Province can strengthen the consistency between high overall satisfaction and the lived experience of women and children who depend on its protection services.

CONCLUSION

This study examined how users assessed the quality of government-run women's and children's protection services at UPTD PPA Banten Province and identified the service dimensions requiring further improvement. The findings show that the institution achieved an overall Public Satisfaction Index of 89.09, which placed its service performance in the excellent category. Users positively evaluated service fees, procedural conformity, staff competence, staff behaviour, complaint handling, service requirements, and service products. These results indicate that the institution has built relatively strong service foundations, particularly in the clarity of procedures, professionalism of personnel, and responsiveness of communication channels. The high proportion of complaint-service users also confirms the role of UPTD PPA as an important initial access point for women and children seeking support. Overall, users perceived the institution as capable of providing services that were generally respectful, accessible, and professionally delivered.

However, the findings also demonstrate that high overall satisfaction does not mean that all elements of service delivery perform at the same level. Service completion time and facilities and infrastructure received lower scores than the other seven service elements, although both remained in the good category. This

indicates that users may still encounter delays, uncertainty in service follow-up, or limitations in the physical environment when accessing protection services. These issues are particularly important because women and children who seek assistance may require immediate support, privacy, emotional comfort, and a safe setting for reporting sensitive experiences. The study therefore shows that the interpretation of public satisfaction data should move beyond aggregate performance scores. A disaggregated assessment is necessary to identify operational weaknesses that may not be visible within a high composite index.

The study concludes that user satisfaction surveys should be used as a practical diagnostic tool for targeted institutional improvement. UPTD PPA Banten Province should maintain its strengths in staff competence, staff behaviour, procedural clarity, and complaint handling while prioritising improvements in service completion time and supporting facilities. Clearer service timelines, stronger case-tracking arrangements, improved coordination, private consultation rooms, child-friendly spaces, and more accessible digital communication channels may help address these gaps. Such improvements would strengthen the consistency between the institution's high overall satisfaction rating and the actual service experience of women and children. Ultimately, the value of satisfaction measurement lies not only in demonstrating positive performance but also in guiding continuous reforms that improve safety, dignity, accessibility, and responsiveness in protection services.

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